



DC Child and Family Services Agency

Four Pillars Performance Report

July-December 2021



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GOVERNMENT OF THE
DISTRICT OF COLUMBIA
DC MURIEL BOWSER, MAYOR

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INTRODUCTION

CFSA as a Self-Regulating Agency

The District of Columbia Child and Family Service Agency (CFSA) has implemented several strategies to advance from a compliance-based culture to a culture of best practice and robust continuous quality improvement. As a self-regulating agency that supports growth and innovation, CFSA focuses on creating an intentional culture of learning with multiple opportunities for reviewing Agency practice and performance. In so doing, CFSA has successfully exited the 32-year class action lawsuit, *LaShawn v. Bowser*.¹ CFSA first entered a Settlement Agreement on August 7, 2020, and then agreed to an Addendum to the Settlement Agreement on April 22, 2021, prior to the final exit on June 1, 2021.

Shortly after CFSA exited the lawsuit in June, the Agency experienced an important leadership transition when former director Brenda Donald transitioned from the agency. Director Donald was an integral force in the achievement of CFSA's exit from the lawsuit, as well as implementation of the Agency's Four Pillars Strategic Framework. To continue institutionalizing innovative practices and improving performance, Mayor Bowser selected former Principal Deputy Director Robert L. Matthews as the Acting CFSA Director on June 3, 2021. The DC Council confirmed Robert L. Matthews as CFSA's Director on January 27, 2022. Director Matthews has continued to lead sustained practice improvements, along with the CFSA team, which have significantly contributed to CFSA becoming a high performing child welfare agency. Director Matthews' experience, skills, and passion will continue

¹https://www.acludc.org/sites/default/files/lashawn_a._et_al_v._bowser_et_al._1222._final_order_of_approval_of_settlement_signed_by_judge_thomas_f._hogan_on_june_1_2021.pdf

to lead CFSA's ongoing and overall high-performing capacity to self-regulate and self-govern with transparency and authentic leadership.

During the lawsuit, the Center for the Study of Social Policy (CSSP) served as the Court Monitor responsible for independently reviewing the agency's performance and reporting to U.S. District Court Judge Thomas F. Hogan, Plaintiffs (A Better Childhood), CFSA and the public. Under the Settlement Agreement structuring exit from the LaShawn decree, CSSP now serves as the Independent Verification Agent (IVA). As the IVA, CSSP validates CFSA's data and provides an assessment of the Agency's public performance reports for two 6-month periods – the first period began January 1, 2021 and ended June 30, 2021; the second began July 1, 2021 and ended December 31, 2021. Both reports include data on performance outcomes based upon CFSA's Four Pillars Performance Framework and specific metrics agreed to by CSSP and lawsuit Plaintiffs.

This report is the second of the two required public performance reports, covering the July 1, 2021 – December 1, 2021 timeframe. The report provides performance data and outcomes on 35 measures and seven commitments, per the Settlement Agreement. The measures are organized by CFSA's Four Pillars framework, which are described further below. Each measure includes an analysis of steps taken to reach the benchmark or the steps taken to address challenges in achieving benchmarks.

Continuous Quality Improvement

CFSA continues to invest a significant number of resources into continuous quality improvement (CQI) to create a learning environment that uses data to help inform and improve Agency outcomes, processes, procedures, and functions. CFSA also uses many methods of qualitative and quantitative analysis to evaluate the quality of services, to identify strengths and needs of the service delivery system, and to provide reports that include information about program performance, all of which culminates in a robust self-regulating system of performance. The Agency has also established multiple ongoing forums to discuss performance and root-cause analyses of barriers and strategies to address gaps and strategies to highlight successful improvements. These include the Finish Line, 4 Pillars Huddles, Quality Service Review (QSR) Exit Conferences, qualitative review debriefs, and meetings for specific analyses described further throughout the report.

Highlights of System and Program Level Resources and Forums

In late fiscal year (FY) 2017, CFSA's Office of Agency Performance, Quality Assurance and Quality Improvement merged to become the Performance Accountability and Quality Improvement Administration (PAQIA) under the direction of the Office of Planning, Policy, and Program Support (OPPPS). This change centralized system evaluation and CQI activities under one administration, allowing for more effective collection, analysis, and reporting of data and findings. PAQIA leadership shares report results with program staff during debriefing sessions and review strengths in practice along with strategies for improvement.

In FY 2020, the Office of Community Partnerships developed an Evaluation and Data Analytics team (EDA). The EDA team includes a data scientist and a management analyst who collectively support continuous quality improvement and evaluation of federal and local prevention programs. Their work initially centered on Family First and Families First DC implementations, which are now incorporated in a city-wide prevention framework under the broader umbrella of Thriving Families, Safer Children.²

Rounding out the continuous quality improvement effort, during FY 2020, CFSA created a Program Outcomes Unit that focuses on data analysis at the program level. The unit, which is in the Office of the Director, is comprised of data analysts assigned to Agency program areas, who partner with PAQIA to focus on system-level analyses. PAQIA and the Planning Unit (both within OPPPS), staff from CFSA's Child Information System Administration (CISA), the Program Outcomes Unit, and any other data analysts from the program areas all cooperatively use Agency data to share goals and activities, and to assess outcomes for children and families in the District's child welfare system. See the Appendix for details on the multiple units and personnel within CFSA that support CQI efforts.

Finish Line Meetings

With support from the Program Outcomes Unit and PAQIA, each month the program management staff analyze data specific to monthly performance measures during "The Finish Line" monthly meeting; program managers from Entry Services, Office of Out of Home Supports, and OPPPS serve as "Data Champions" who present the collected information to a panel of CFSA leadership (director, deputy directors and the chief of staff). In addition to presenting the data, the champions answer questions posed by the leadership panel and facilitate discussion of strategies used to improve performance, as needed.

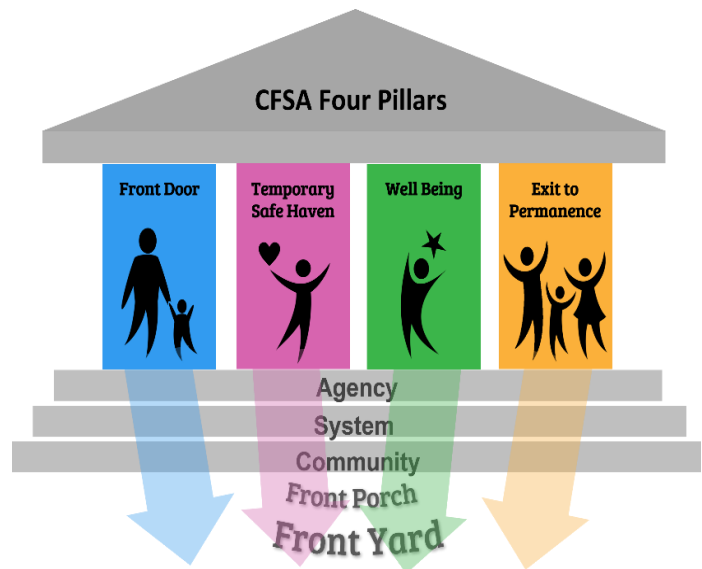
CFSA 4 Pillars Huddles

In FY 2022, the Program Outcomes Unit added an improvement monthly data forum as part of the Agency's CQI process, called, "4 Pillars Huddles." Supervisory social workers present information to CFSA staff members on specific data points that are not included in the monthly Finish Line meetings. The purpose of these huddles is to ensure that leadership consistently receives input and insight from the front-line staff, and by extension, also builds supervisory capacity. The programs focus on areas not covered in Finish Line Meetings, for example Kinship placement analysis, Family Team Meeting outcome analysis, and mental health services and supports.

² Thriving Families, Safer Children is a first-of-its-kind program that aims to transform traditional, reactive child welfare systems into one that is designed to support child and family well-being and prevent child maltreatment and unnecessary family separations. More information about this program is in the Narrowing the Front Door section.

CFSA Four Pillars Strategic Framework

CFSA's strategic agenda, known as the *Four Pillars*, guides efforts to improve outcomes for children, youth, and families at every step in their involvement with the District's child welfare system. Each pillar has a values-based foundation, a set of evidence-based strategies, and a series of specific outcome targets.



Front Door

Children deserve to grow up with their families and should be removed from their birth homes only as the last resort. Child welfare gets involved only when families cannot or will not take care of children themselves. When we must remove a child for safety, we seek to place with relatives first.

Temporary Safe Haven

Foster care is a good interim place for children to live while we work to get them back to a permanent home as quickly as possible. Planning for a safe exit begins as soon as a child enters the system.

Well-Being

Every child has a right to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement. Institutions don't make good parents. But when we must bring children into care for their safety, we give them excellent support.

Exit to Permanence

Every child and youth exit foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills they need to succeed as adults.

METHODOLOGY

The primary data sources used for this report include but are not limited to the following:

- CFSA's statewide automated child welfare information system (SACWIS), which is known locally as FACES.NET and is the central repository for all client-level information
- Manual databases to capture program-specific information
- Qualitative case reviews and quantitative analysis

During the *LaShawn* settlement negotiations, the plaintiff, CSSP, and CFSA agreed upon the benchmarks and targets to be included in this report. To inform the Phase 1 Four Pillars Performance Report, PAQIA and the Program Outcomes Unit used multiple quantitative and qualitative data sources. The tracking of these metrics involves a robust CQI process to review data on a broader scope, to make meaning of the data, and to develop and assess strategies to address identified barriers to ongoing improvement. During this period, CSSP as the IVA, collaborated with CFSA staff on several of the data collection and analysis strategies.

CFSA conducted the following reviews in partnership with the IVA

- **Assessment of Quality of Investigations:** CFSA and the IVA conducted a case record review of a statistically significant sample of Child Protective Services (CPS) investigations that closed in September 2021. This review specifically focused on the quality of CFSA's investigative practice.
- **Timely Initiation of Investigations:** CFSA and the IVA conducted a case record review of all investigations that closed in August 2021 and in November 2021. This review focused on investigations in which contact was not made with all alleged victim children within 48 hours of the referral to the Hotline. The review specifically assessed whether CPS completed necessary efforts and documented attempts to locate and complete in-person interviews with the alleged victim children within mandated timeframes.
- **Quality Service Reviews:** As had been described by CSSP in their monitoring reports, the QSR process is a case-based qualitative review that requires interviews with the key stakeholders working and familiar with the child and family whose case is under review. Using a structured protocol, trained QSR reviewers interview the focus child, caregivers, and stakeholders, in addition to reviewing case documentation from FACES.NET. Reviewers then synthesize the information gathered and rate the child and family's functioning status as well as system performance to support the child and family. Reviewers provide direct feedback to social workers and supervisors prior to submitting a written summary of findings to expand and justify QSR ratings. QSR reviewers complete the reviews on cases currently open with CFSA's In-Home Administration, Program Operations Administration (Permanency and the Office of Youth Empowerment), and each of the CFSA-contracted providers managing cases of children in foster care".³ QSR reviewers include staff from CFSA, the IVA and trained consultant reviewers. Once the QSR Unit completes the reviews of sample cases from a designated program area, a

³ CFSA-contracted providers include the National Center for Children and Families for children placed in Maryland and Lutheran Social Services in DC for unaccompanied refugee minors, and the Latin American Youth Center in DC for Spanish-speaking families.

QSR Exit Conference is held with all staff members in that administration, Agency leadership, and the IVA. The Exit Conference provides all participants with a summary of the reviewed administration's QSR results, areas of strength and opportunities for improvement. Before concluding the conference, the administration or private agency begins identifying their performance improvement strategies and goals for the following year.

CFSA conducted the following reviews independently with IVA validating the data

- **Resource Parent Outreach (formerly Welcome Call Review):** CFSA completed a case record review of a statistically significant sample of applicable cases for children newly placed in foster care or experiencing a placement change during November 2021. The review focused on whether Agency staff had conversations with resource parents to assess their needs while caring for the child placed in their home within the first four weeks of placement.
- **Visits between Parents and Social Workers and between Parents and Children:** CFSA conducted an internal audit to confirm completion of supervisory-approved necessary efforts for those cases in which visits did not occur. Internal audits were conducted for parent/worker visits during July-December 2021; audits were conducted of parent/child visits during August 2021 and November 2021.
- **Timely Licensure of Foster and Adoptive Parents:** CFSA reviewed additional information for those resource parents whose licensure took more than 150 days from the onset of training to receiving a license. The monthly review focused on whether delays were due to circumstances outside of the District's control.
- **Extensions for timely closure of investigations:** CFSA reviewed the appropriateness of approval of extensions for investigations completed over 35 days from the date they were received and for which a supervisor approved an extension.

JULY – DECEMBER 2021 PROGRESS OVERVIEW

Figure 1. July – December 2021 Progress Overview

58% (19 out of 33) of the indicators assessed for the July to December 2021 performance report were either **achieved** or **partially achieved**.

The Facts

17	2	14	2
Achieved	Partially Achieved	Not Achieved	Not Reported

Key CQI Initiatives



Finish Line

Program managers present data specific to monthly performance benchmarks



Programmatic Qualitative Reviews

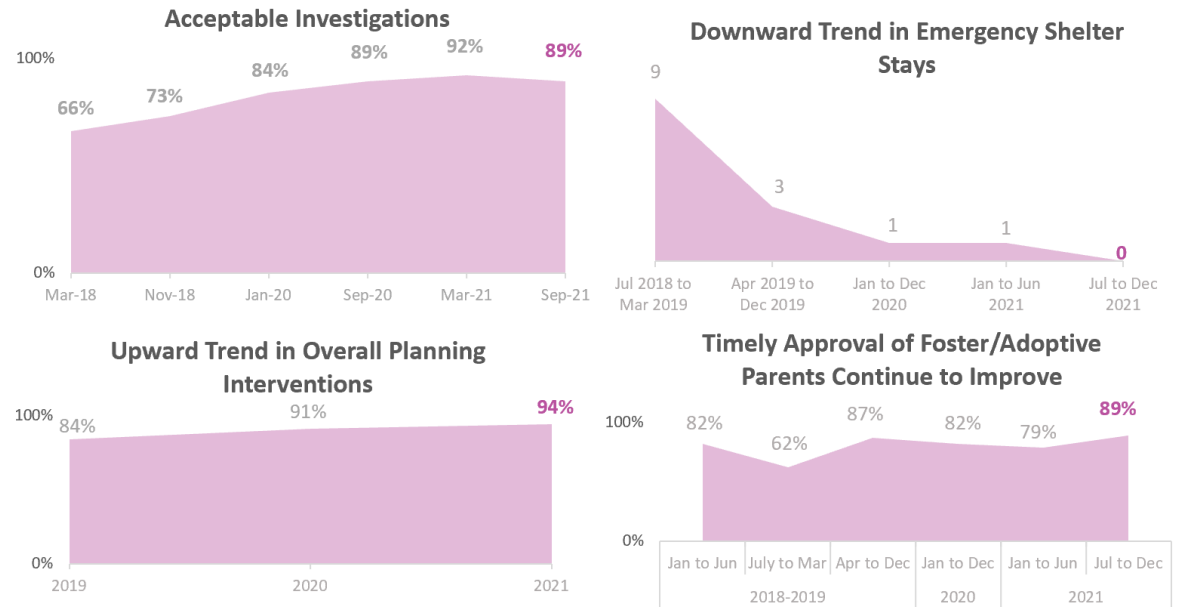
Program areas partner with agency performance team to conduct qualitative reviews to enhance supervisory capacity and complete the continuous quality improvement feedback loop



Four Pillars Huddles

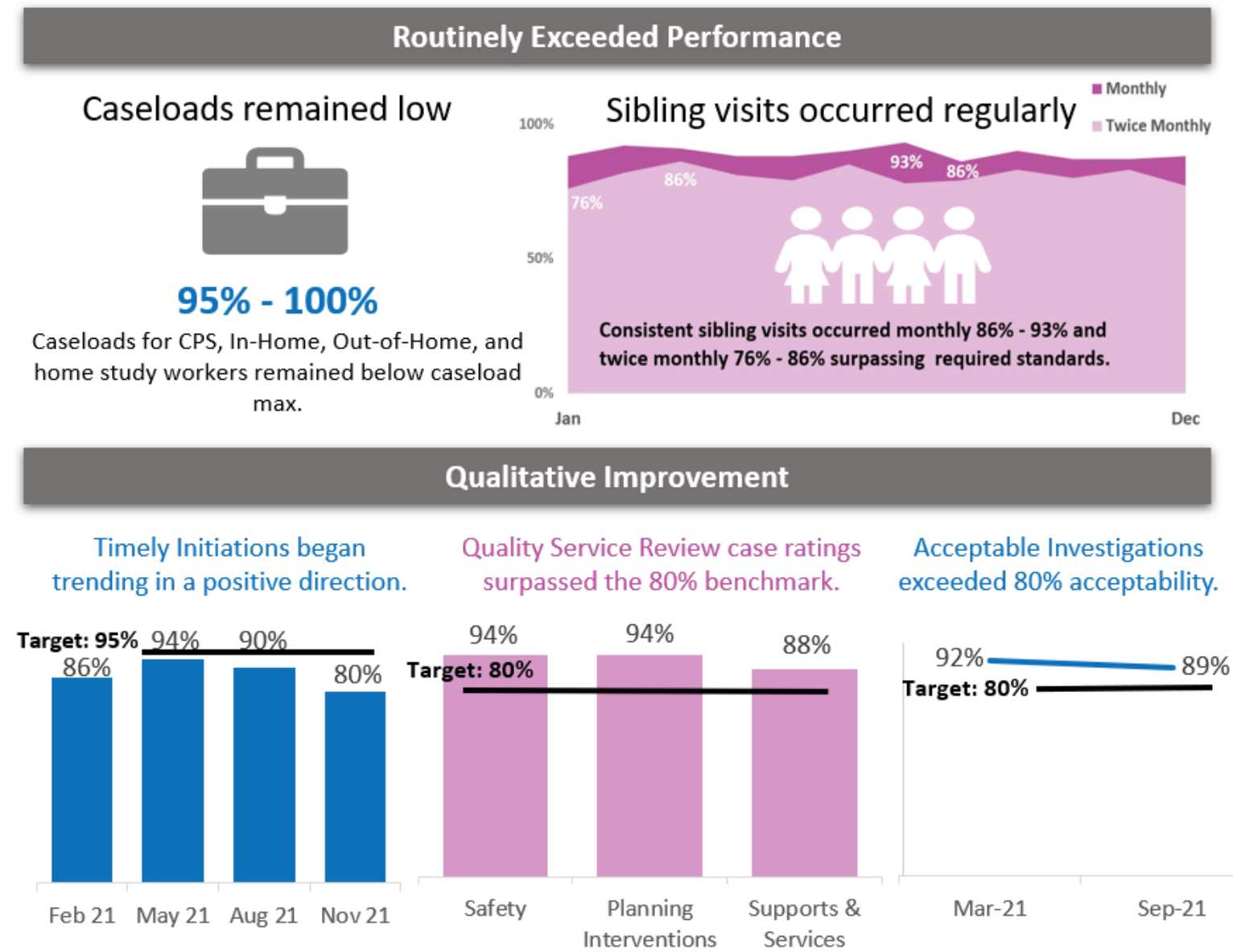
Beginning in FY 2022, supervisory social workers will present information on specific performance measures to ensure that leadership consistently receives insight from the front-line staff

Key Trends



YEAR IN REVIEW 2021

Figure 2. Year in review 2021



YEAR IN REVIEW 2021, CONTINUED

COVID-19 Impact



Timely Initiations (80 – 94%)

Prior to November 2021, initiations showed improvement but the impact of social worker turnover & reduced staff, coupled with families' COVID concerns impacted timely initiations of investigations.



Timely Closures (71 - 91%)

The pandemic led to staffing issues, difficulty collaborating with community partners, and ultimately delayed closures of investigations.



Dental Exams (40 – 64%)

Residual effects of the pandemic continued to see longer wait times for appointments and limited availability to meet this benchmark.



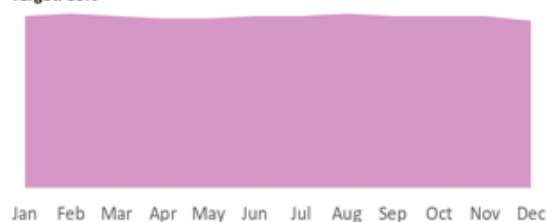
Aging out of Foster Care (6 - 29%)

The extended stay in foster care for 25 youth ended in October 2021, creating atypical performance during CY 2021.

Other Areas in Need of Improvement

Placement array amongst kinship and family foster homes ranged between 76% to 79%

Target: 85%



Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Social worker & child visits during 1st 4 weeks did not meet the target in last 8 months of CY 2021

Target: 90%



Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Quarterly Parent/Child visits peaked at 69%

Target: 80%



Jan May Aug Nov

Parent/Worker Visits ranged between 57-77%

Target: 80%



Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

SUMMARY TABLE OF PERFORMANCE

Figure 3. Four Pillars Performance

Front Door				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
1. Timely Initiations Reporting frequency: Quarterly	95% of all investigations will be initiated within 48 hours	February 2021 performance: 86% (286 of 331 referrals) May 2021 performance: 94% (288 of 307 referrals) ⁴	August 2021 performance: 90% (277 out of 307 referrals) November 2021 performance: 80% (348 out of 434 referrals)	Not achieved
2. Timely Closure of Investigations Reporting frequency: Monthly	90% of investigations will be completed within 35 days	Monthly range: 71 – 87% January: 71% February: 78% March: 84% April: 87% May: 81% June: 86%	Monthly range: 71% - 91% July: 83% August: 85% September: 81% October: 91% November: 83% December: 71%	Not achieved
3. Acceptable Investigations Reporting frequency: Bi-annually	80% of investigations will be of acceptable quality	92% (159 out of 173) of investigations closed in March 2021 were of acceptable quality	89% (151 out of 169) of investigations closed in September 2021 were of acceptable quality	Achieved
4. Child Protective Services Caseloads Reporting frequency: Monthly	90% of investigators and social workers will have caseloads that are not greater than 12 cases. No individual investigator shall have a caseload greater than 15 cases.	Monthly range of 98 – 100% of CPS workers met the caseload requirement. No workers exceeded 15 referrals at any timing during the month.	Monthly range of 94 – 100% of CPS workers met the caseload requirement. No workers exceeded 15 referrals at any timing during the month.	Achieved

⁴ To ensure all efforts to initiate an investigation within 48 hours of referral receipt are adequately documented, finalization of data requires a qualitative review. When there are barriers to assessing victim children within the first 48 hours, CFSA conducts these reviews on two months of data gathered within the performance period.

Front Door				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
		January 99%, February: 100%, March: 100%, April: 100%, May: 98%, June: 99%	July: 100%, August: 100%, September: 100%, October: 99%, November: 99%, December: 94%	
5. Collaborative Engagement Reporting frequency: Measure 1: annually Measure 2: annually	Measure 1: 90% of families who have been the subject of a report of abuse and/or neglect, whose circumstances are deemed to place a child in their care at low or moderate risk of abuse and neglect and who need and agree to additional supports shall be referred to an appropriate Collaborative or community agency for follow-up. Measure 2: 90% of families will not have a substantiated report for up to six (6) months post-case closure by the Collaborative.	Measure 1 Performance: 78% of families in June and July 2021 with a closed CPS investigation with low or moderate risk level who need and agreed to services were referred to services. ⁵ Measure 2 Performance: 94% of families whose collaborative case closed in FY2020 did not have a substantiated report for up to six months post case-closure by the Collaborative.	No new data	Partially
6. In-Home Caseloads Reporting frequency: Monthly	90% of social workers will have caseloads that are not greater than 15 cases. No individual	100% of ongoing workers met the caseload requirement each month. No social worker had a caseload of more than 18.	Monthly range 97% - 100% had ongoing workers met the caseload requirement each	Achieved

⁵ Of the 61 applicable investigations in the sample, reviewers determined that 38 (62%) families were linked to services; 20 of these linkages were through CFSA's community portal to the Collaboratives, and the remaining 18 were either to another community-based service provider or a pre-existing service provider agreed to provide services to meet the unmet need. Of the 23 investigations that were determined to be non-compliant with this measure, in 12 investigations, the reviewer identified a need, but the family was not linked. In 11 investigations, either the worker identified a need, or the family requested a service and documentation does not reflect a linkage was made.

Front Door				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
	social worker shall have a caseload greater than 18 cases.	January: 100%, February: 100%, March: 100%, April: 100%, May: 100%, June: 100%	month. No social worker had a caseload of more than 18. July: 100%, August: 98%, September: 100%, October: 100%, November: 97%, December: 100%	
7. New Reports While In-Home Reporting frequency: Bi-annually	No more than 9.5% of open In-Home cases will experience a new substantiated investigation during the current In-Home case.	8% of open In-Home cases experienced a new substantiated investigation during the current open In-Home case	7% of open In-Home cases experienced a new substantiated investigation during the current open In-Home case	Achieved
8. Entries from In-Home Reporting frequency: Bi-annually	Reduce foster care entries from In-Home (Annual target: 100)	Annual performance: 88 unique children entered foster care from In-Home		Achieved
9. Initial Entries to Foster Care Reporting frequency: Bi-annually	Reduce new entries into foster care (Annual target: 185)	Annual performance: 196 unique children had initial entries into foster care.		Not Achieved
10. Re-Entries to Foster Care w/in 12 mo. Reporting frequency: Annually	No more than 8% of entries into foster care will be re-entries.	6.5% 18A-20B ⁶ (with RSP ⁷) 3.6% observed performance (3 out of 83)	10.4% 19A-21B (with RSP) 9.4% observed performance (9 out of 96)	Not Achieved

⁶ The letters A and B relate to the 6-month period AFCARS federal fiscal year reporting period (A = October-March; B = April-September). For example, between October 1, 2016 - September 30, 2019, CFSA achieved the standard (7.8% with RSP). This is also true for the most recent period, October 1, 2017-September 30, 2020: 6.5 percent with risk standardized performance (RSP).

⁷ RSP is used to assess DC performance compared to national performance and accounts for factors that influence performance that states have little control over (i.e., age of children in foster care).

Front Door				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
11. In-Home safety assessments (QSR)	80% of the in-home sample will have an acceptable rating on two QSR indicators: Child Safety ⁸ and Planning Interventions: Safety/Protection. ⁹	CY 2021 performance: 95% rated acceptable (60 out of 63 cases)	No new data	Achieved

Temporary Safe Haven				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
12. Permanency Caseloads Reporting frequency: Monthly	90% of social workers will have caseloads that are not greater than 15 cases. No individual social worker shall have a caseload greater than 18 cases.	100% of ongoing workers met the caseload requirement each month. No social worker had a caseload of more than 18.	100% of ongoing workers met the caseload requirement each month. No social worker had a caseload of more than 18.	Achieved

⁸ The *Safety* indicator is a Child and Family Status Indicator within the QSR protocol. Safety will be considered “acceptable” when all sub-parts – home, school, community, and other – are acceptable.

⁹ The *Planning Intervention* sub-part, *Safety and Protection* is a Practice Performance Indicator within the QSR protocol.

Temporary Safe Haven

4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
<p>13. Visits Between Social Workers and Children During the First 4 Weeks of a New Placement or a Placement Change</p> <p>Reporting frequency: Monthly</p>	90% of children newly placed in foster care or experiencing a placement change will have four visits in the first four weeks of a new placement or placement change as described.	<p>a.-c. Monthly range of 79 – 91% of applicable children had the required number of visits following a new placement or placement change.</p> <p>January: 91%, February: 85%, March: 91%, April: 90%, May: 88%, June: 79%</p> <p>d. In May 2021, 63% of children (33 of 52) had documentation indicating that agency staff had a conversation with the resource parent to assess their needs in caring for the child.</p>	<p>a.-c. Monthly range of 74 – 82% of applicable children had the required number of visits following a new placement or placement change.</p> <p>July: 80% (70 of 88) August: 81% (71 of 88), September: 74% (64 of 86), October: 80% (49 of 61) November: 80% (52 of 65), December: 82% (61 of 74)</p> <p>d. In November 2021, 56% of children (22 out of 39) had documentation indicating that agency staff had a conversation with the resource parent to assess their needs in caring for the child.</p>	Not achieved
<p>14. Parent/ Child Visits</p> <p>Reporting frequency: Quarterly</p>	80% of children with the goal of reunification will have weekly visitation with the parent with whom reunification is sought.	<p>January 2021 performance: 69% (126 out of 314)</p> <p>May 2021 performance: 59% (168 out of 283)</p>	<p>August 2021: 59% (158 out of 267)</p> <p>November 2021: 59% (162 out of 273)</p>	Not achieved
<p>15. Parent/ Worker Visits</p> <p>Reporting frequency: Monthly</p>	80% of parents will have twice monthly visitation with workers in the first nine months post-placement.	<p>Monthly range of 64 – 77%</p> <p>January: 77% (36 out of 47) February: 68% (42 out of 62) March: 66% (50 out of 76) April: 69% (58 out of 84) May: 66% (60 out of 91) June: 67% (72 out of 107)</p>	<p>Monthly range of 57 – 76%</p> <p>July: 64% (59 out of 92) August: 58% (50 out of 86) September: 70% (70 out of 100) October: 68% (67 out of 99) November: 76% (74 out of 98) December: 57% (59 out of 103)</p>	Not Achieved

Temporary Safe Haven

4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
16. Sibling Visits Reporting frequency: Monthly	80% of children shall have monthly visits with their separated siblings and 75% of children shall have twice monthly visits with their separated siblings.	Monthly visits: Monthly range of 88 – 92% Twice monthly visits: Monthly range of 76 – 86% January: monthly: 88%, twice monthly: 76% February: monthly: monthly: 92%, twice monthly: 82% March: monthly: monthly: 91%, twice monthly: 86% April: monthly 88%, twice monthly 81% May: monthly; 88%, twice monthly: 79% June: monthly: 90%, twice monthly: 85%	Monthly visits: Monthly range of 86 – 93% Twice monthly visits: Monthly range of 77 – 83% July: monthly: 93%, twice monthly: 78% August: monthly: 86%, twice monthly: 79% September: monthly: 90%, twice monthly: 83% October: monthly 87%, twice monthly 80% November: monthly: 87%, twice monthly: 83% December: monthly: 88%, twice monthly: 77%	Achieved
17. Timely Approval of Foster/Adoptive Parents Reporting frequency: Monthly	70% of homes licensed will have been approved and interested parties will have been notified within 150 days.	79% of foster homes licensed between January-June 2021 received their license within 150 days. ¹⁰	89% (42 out of 47) of foster homes licensed between July-December 2021 received their license within 150 days. ¹¹	Achieved

¹⁰ For nine of the 56 homes considered compliant during the monitoring period, licensure took longer than 150 days due to circumstances that were beyond the District's control.

¹¹ For 15 of the 47 homes considered compliant during the monitoring period, licensure took longer than 150 days due to circumstances that were beyond the District's control.

Temporary Safe Haven

4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
18. Placement array amongst kinship and family foster homes Reporting frequency: Monthly	85% of all placements shall be in a foster home.	January: 78% February: 79% March: 78% April: 77% May: 77% June: 78%	July: 78% August: 79% September: 78% October: 78% November: 78% December: 76%	Not Achieved
19. Multiple Placements Reporting frequency: Monthly	Children in the below cohorts shall have had two or fewer placements:			Partially Achieved (2 out of 3 measures)
	Cohort 1 (8 days and less than 12 months) - 83%	Cohort 1: Between January and June 2021, monthly range of 80-83% January: 83%, February: 82%, March: 81%, April: 81%, May: 82%, June: 80%	Cohort 1: Between July and December 2021, monthly range of 77-81% July: 78%, August: 78%, September: 78%, October: 77%, November: 77%, December: 81%	Not Achieved
	Cohort 2 (12 - 23 mo.) - 60%	Cohort 2: Between January and June 2021, monthly range of 60-63% January: 60%, February: 60%, March: 61%, April: 60%, May: 61%, June: 63%	Cohort 2: Between July and December 2021, monthly range of 58-63% July: 62%, August: 62%, September: 63%, October: 58%, November: 60%, December: 58%	Achieved
	Cohort 3 (24+ mo.) - 75%	Cohort 3: Between January and June 2021, monthly range of 81-82% Jan: 81%, Feb: 81%, Mar: 82%, Apr: 81%, May: 82%, Jun: 82%	Cohort 3: Between July and December 2021, monthly range of 77-82% July: 82%, August: 82%, September: 81%, October: 77%, November: 77%, December: 77%	Achieved
20. Placement Disruptions Reporting frequency: Monthly	Reduce monthly placement disruptions Target: 35 disruptions each month	January: 24 February: 23 March: 34 April: 30 May: 20 June: 33	July: 30 August: 24 September: 30 October: 26 November: 22 December: 18	Achieved

Temporary Safe Haven

4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
21. Emergency Shelter Reporting frequency: Monthly	No child shall remain in an emergency, short-term or shelter facility or foster home for more than 30 days.	Between January and June 2021, one child was placed in an emergency, short-term or shelter facility or foster home for more than 30 days.	Between July and December 2021, no child was placed in an emergency, short-term or shelter facility or foster home for more than 30 days.	Achieved
22. Overnight Stays Reporting frequency: As occurs	No child shall stay overnight in the CFSA Intake Center or office building.	Between January and June 2021, there were 4 overnight stays at CFSA, experienced by 4 unique children.	Between July and December 2021, there were 12 overnight stays at CFSA, experienced by 8 unique children.	Not Achieved
23. Out-of-Home Safety assessments (QSR) Reporting Frequency: Annually	80% of the out-of-home sample will have an acceptable rating on two QSR indicators: Child Safety ¹² and Planning Interventions: Safety/Protection. ¹³	n/a	CY2021: 93% rated acceptable (74 out of 80)	Achieved
24. Services to Families & Children (QSR) Reporting Frequency: Annually	In 80% of cases, appropriate services, including all services identified in a child's or family's safety plan or case plan, shall be offered along with an offer of instruction or assistance to children/families regarding the use of those services. Performance is based on acceptable ratings for all sub-parts of the QSR Supports and Services indicator. ¹⁴	Partial CY2021: 92% rated acceptable (58 out of 63) Note: this is partial year data, includes only In-Home cases	CY2021: 88% rated acceptable (126 out of 143) Note: this is inclusive of out-of-home and in-home cases	Achieved

¹² See FN 8.

¹³ See FN 9.

¹⁴ Acceptable performance is based on ratings for all sub-parts of the QSR *Supports and Services* indicator.

Temporary Safe Haven

4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
25. Case Planning (QSR) Reporting Frequency: Annually	80% of cases reviewed will achieve an acceptable rating on the Quality Service Reviews (QSR) Planning Intervention Indicator, which focuses on planned strategies and actions through which life changes for a child and family are produced. Performance is based on acceptable ratings for all sub-parts of the QSR Planning Intervention indicator. ¹⁵	Partial CY2021 Performance: 97% rated acceptable (61 out of 63 cases) Note: this is partial year data, includes only In-Home cases	CY2021 Performance: 94% rated acceptable (134 out of 143) Note: this is inclusive of out-of-home and in-home cases	Achieved

¹⁵ Acceptable performance is based on ratings for all sub-parts of the QSR *Planning Interventions* indicator.

Well-Being

4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
26. Timely Health Exams Reporting frequency: Monthly	85% of children in foster care shall receive a full medical evaluation within 30 days of placement. 95% of children in foster care shall receive a full medical evaluation within 60 days of placement.	<p>Within 30 days: monthly range of 80 – 97% with full medical evaluation</p> <p>January: 97%, February: 83%, March: 94%, April: 80%, May: 90%, June: 89%</p> <p>Within 60 days: monthly range of 90 – 97% with full medical evaluation</p> <p>January: 97%, February: 90%, March: 97%, April: 97%, May: 97%, June: 97%</p>	<p>Within 30 days: monthly range of 85 – 96% with full medical evaluation</p> <p>July: 93%, August: 96%, September: 91%, October: 90%, November: 91%, December: 85%</p> <p>Within 60 days: monthly range of 88 – 100% with full medical evaluation</p> <p>July: 100%, August: 100%, September: 97%, October: 93%, November: 96%, December: 88%</p>	Achieved
27. Timely Dental Exams Reporting frequency: Monthly	75% of children shall receive a full dental evaluation within 60 days of placement.	<p>Within 60 days: monthly range of 33 – 82% with full dental evaluation</p> <p>January 56% February 64% March 82% April 71% May 42% June 33%</p>	<p>Within 60 days: monthly range of 42 – 64% with full dental evaluation</p> <p>July 55% (6 of 11) August 64% (7 of 11) September 56% (9 of 16) October 42% (8 of 19) November 40% (4 of 10) December 50% (11 of 22)</p>	Not Achieved

Well-Being				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
28. Graduation from High School Reporting frequency: Annually	70% of 12 th graders in care shall graduate from high school. Summer school and GED programs are included.	n/a ¹⁶	68% (25 out of 37)	Not Achieved
29. Employment or Internship Experiences Reporting frequency: Annually	55% of youth aged 18 years and older shall have an employment or internship experience.	n/a ¹⁷	59% (96 of 163)	Achieved

Exit to Permanence				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
30. Permanency in 12 Months for: a. Children Entering Foster Care (8 days-11 months) b. Children In Foster Care (12 - 24 months) c. Children In Foster Care (25+ months)	a. 45% will achieve permanency (reunification, kinship guardianship, adoption, or non-relative guardianship) by September 30, 2021. b. 45% will be discharged from foster care to permanency (reunification, kinship guardianship, adoption, or non-relative guardianship) by September 30, 2021.	n/a ¹⁸	a. 37% (60 of 162) b. 49% (104 of 211)	a. Not Achieved b. Achieved

¹⁶ Partial year data is not included here since data reconciliation and validation is completed on the full year data at the same time. For other measures where partial year data is reported, data reconciliation is not required or is conducted throughout the year to allow for presentations throughout the year.

¹⁷ See FN 18

¹⁸ See FN 18

Exit to Permanence				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
Reporting frequency: Monthly	c. 40% will be discharged through reunification, adoption, legal guardianship prior to their 21st birthday or by September 30, 2021, whichever is earlier.		c. 28% (82 of 292)	c. Not Achieved Overall: Partially achieved (1 out of 3 cohorts)
31. Timely adoption: Placement in a pre-adoptive home within 9 mo. Reporting frequency: Bi-annually	80% of children with a goal of adoption will be placed in an approved adoptive placement by the end of the ninth month from when their goal changed to adoption.	95% (35 out of 37)	83% (45 out of 54)	Achieved
32. Aging out of foster care Reporting frequency: Bi-annually	No more than 15% of youth will age out of foster care.	6% (9 out of 160)	29% (47 of 164) ¹⁹	Not Achieved
33. Exiting Care with Stable Housing Reporting frequency: Bi-annually	88% of emancipated children will exit care with stable housing. Exclusions from denominator includes children who are incarcerated or in abscondence on the date their case closes	100% (6 of 6)	87% (39 of 45)	Achieved
34. Enrollment in/completing vocational training or a certification program	70% of applicable older youth will be enrolled in or would have recently completed vocational training or a certification program.	63% (5 of 8)	50% (1 of 2)	Not Achieved

¹⁹ Performance during this period was atypical due to 24 youth who turned 21 prior to July-December 2021 and participated in the COVID-19 extension of foster care who exited in October 2021 after this provision expired.

Exit to Permanence				
4 Pillars Indicator	Standard	Jan – Jun 2021 Performance	Jul – Dec 2021 Performance	Performance Status
Reporting frequency: Bi-annually				
35. Graduation from College Reporting frequency: Annually	20% of the children who started college 5 years prior will graduate (i.e., 20% of all children who started college in 2015 should have graduated by 2020)	n/a ²⁰	16% (4 of 25)	Not Achieved

²⁰ See FN 18



NARROWING THE FRONT DOOR

For over a decade, CFSA has been on a journey of transformation, moving purposefully away from a system primarily focused on foster care to a system that supports and strengthens families in their communities. As CFSA has increased its investments in community-based prevention and bolstered its partnerships with the District's health and human services agencies, the Agency also experienced a 71 percent reduction in the number of children and youth in foster care from a high of 2,092 on the last day in FY 2010 to 604 as of the end of FY 2022's first quarter (Q1). In the last five years, the foster care population declined from 989 children in care as of the end of FY 2016 to 604 children in care as of the end of FY 2022's Q1, a 39 percent decrease. This decline suggests a positive outlook for CFSA and District of Columbia families as it coincides with a sharp increase in the city's population from about 604,000 in 2010 to 689,545 in 2020, per the data released by the U.S. Census Bureau.²¹ However, the children who enter foster care are disproportionately children of color (and specifically Black children). In FY 2021, overall, 1.91 children per 1,000 children in the District entered foster care. The entry rate for Black children was 3.0 children per 1,000 children, compared to 0.1 children per 1,000 children for White children.²²

²¹<https://data.census.gov/cedsci/all?q=washington,%20dc>.

²² Source: Kids Count Data Center (<https://datacenter.kidscount.org/data#DC/3/0/char/0>) and FACES data. The population data for youth in the District uses data from July 1, 2020, the most recent year of data available in the Kids Count Data Center. Entries are using FACES data from FY 2021.

CFSA’s prevention activities focus on families at various stages of service needs and involvement with the agency, either in the Front Yard, on the Front Porch, or in the Front Door, as defined in Table 2 below. CFSA recognizes these various stages of need based on systemic experience and research that shows, all but for an intervention, that there is the potential for a child to end up in foster care. Key partners in the District’s prevention array are the Healthy Families/Thriving Communities Collaboratives²³ (Collaboratives).

Figure 4. Primary, Secondary and Tertiary Prevention in CFSA’s Prevention Array

Primary Prevention: Front Yard	Secondary Prevention: Front Porch	Tertiary Prevention: Front Door
<i>Families not known to CFSA</i>	<i>Families known to CFSA without a currently open case</i>	<i>Families known to CFSA with an open case</i>
Families in the Front Yard have no child welfare involvement and face challenges that could put them at risk of coming to the Agency’s attention. Two primary examples of Front Yard families include young parents (under age 25) with young children (birth-6) experiencing homelessness and grandparents responsible for caring for their children’s children. Although these families are not currently connected to the child welfare system, they may be connected to one of CFSA’s five contracted community-based Collaboratives, 10 Family Success Centers, or six Community-Based Child Abuse Prevention (CBCAP) partners. Families may also be receiving stipends through the Grandparent Caregivers or Close Relative Caregivers Program.	Families on the Front Porch have experienced a Child Protective Services (CPS) investigation or open case, but the investigation or case has closed, and families are now receiving services to care for their children safely in the community, without CFSA involvement.	Families at the Front Door include those with either an open In-Home case working toward case closure or with an open Family Court-involved Out-of-Home (foster care) case working toward reunification. At times, families may have short-term needs requiring additional community-based supports provided by a Collaborative. Collaboratives provide these specific services and team with the CFSA social worker to support the successful closure of the CFSA case.

In October 2019, the District became the first jurisdiction in the nation to receive federal approval for a child welfare Title IV-E Prevention Plan. This approval allowed CFSA to smoothly transition from the Title IV-E Waiver Demonstration Project to federal claiming for eligible evidence-based prevention services under the Family First Prevention Services Act (Family First). The District will continue to modify its plan

²³ The Collaboratives are strategically located in five neighborhoods in the District that have high representation of families in contact with the child welfare system. CFSA co-locates social workers and community-based nurses to serve the local neighborhoods.

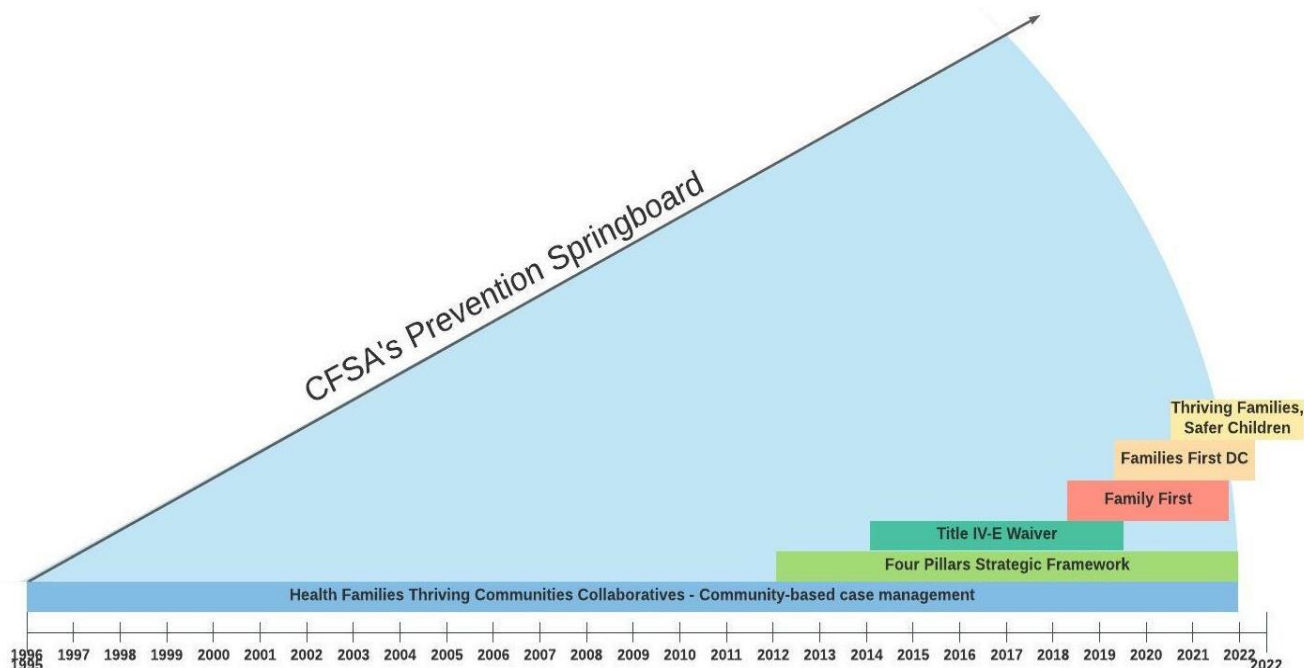
as appropriate and expand this work. CFSA implemented its Family First plan on October 1, 2019. In FY 2020, the Children's Bureau approved CFSA's request to use Motivational Interviewing and Parents as Teachers, which the Title IV-E Prevention Services Clearinghouse had supported. As required by the law, the Agency subsequently developed family-specific prevention plans for eligible families with open CFSA cases and families being served by any of the five neighborhood-based Collaboratives who are referred by CFSA.

This prevention work began over 20 years ago with the Agency's partnership with the Healthy Families Thriving/Communities Collaboratives and continues as the springboard to current and future prevention efforts (see Figure 5 below). To prepare for the future, CFSA has focused on the development of programming for families not known to CFSA, including programming through CFSA partnerships with other District human services agencies, non-profit agencies, and the community at large. All programming focuses on strengthening families and preventing families from coming to the attention of, and getting directly involved with, the District's child welfare system. These programming efforts are occurring through Families First DC,²⁴ and through the District's participation in *Thriving Families, Safer Communities*.²⁵

²⁴ Families First DC (FFDC) focuses solely on upstream primary prevention for DC residents who reside in vulnerable communities. Supported by local dollars, Mayor Muriel Bowser's vision builds upon work derived from the Family First Prevention Plan but with the intent to provide families with what they need in their communities to avoid ever having to reach CFSA for a formal intervention. FFDC was implemented at the beginning of FY 2021. This initiative is a neighborhood-based, whole-family approach for serving vulnerable families. The design intentionally disrupts the way services are delivered in 10 neighborhoods in Wards 7 and 8 where barriers to well-being, economic opportunity, and achievement are most acute. Starting in FY 2022, CFSA will expand Families First DC to the Carver-Langston neighborhood in Ward 5.

²⁵ The District has been selected by the Children's Bureau to join the federal initiative, Systems Change Cohort of the Thriving Families, Safer Children: A National Commitment to Well-being. CFSA's participation in the Thriving Families, Safer Children (TFSC) initiative will allow CFSA and other District agencies to further expand upon the array of services that support families early enough to prevent them from becoming system involved. Through this initiative, the Agency will continue to build on cross-sector relationships to address the root causes of maltreatment of children while working to prevent initial and repeat occurrences, avoid needless family disruption, reduce family and child trauma, and interrupt intergenerational cycles of abuse.

Figure 5. CFSA's Prevention Springboard



While CFSA's prevention efforts include a larger primary prevention array (i.e., families in the Front Yard), the 11-performance metrics in the Front Door Pillar focus on families on the Front Porch and families at the Front Door.

Data trends-Child Protective Services Investigations and Children Served in In-Home

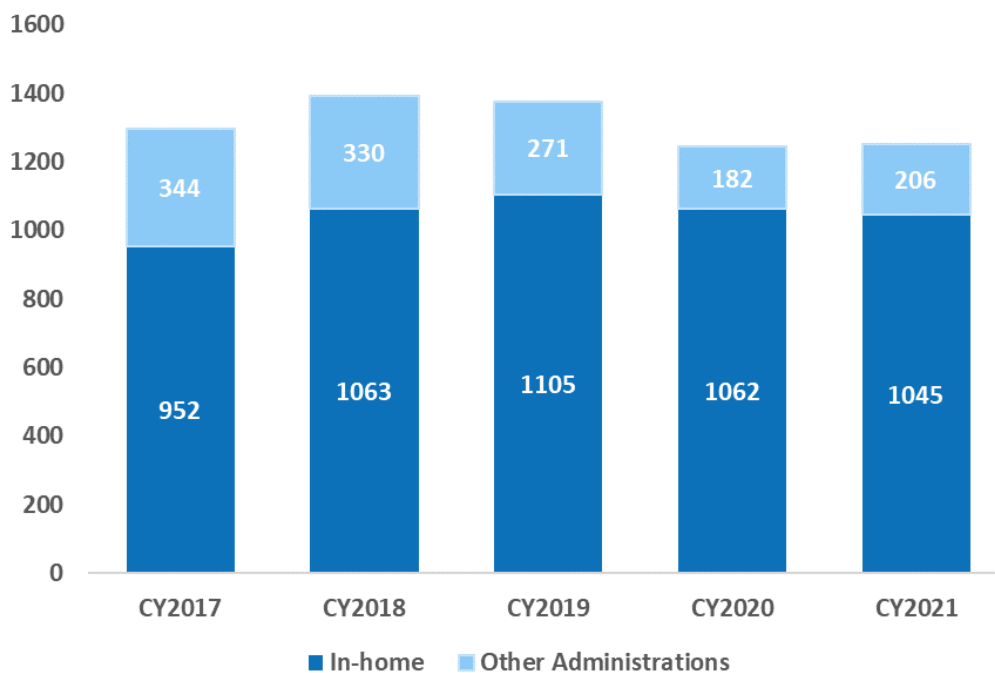
Between July-December 2021, the 24-hour CFSA Child Abuse and Neglect Hotline received 7,048 calls. Of these calls, the Hotline accepted 2,411 for investigation, and 238 that the Hotline worker linked to an already open investigation. The remainder of the calls were entered as Information & Referrals (I&Rs), (i.e., reports that refer the caller for services or activities provided by other public agencies or public service providers), or the Hotline worker screened out the calls, (i.e., the calls did not concern abuse or neglect or did not contain enough information for a CPS response to occur).

During this same time frame, CPS completed investigations on 2,310 referrals. CPS substantiated allegations of maltreatment or risk of maltreatment per District law and policy for 21 percent (n=486) of investigations.

Between 2017 and 2021, CFSA monitored a range of 1,240 to just under 1,400 children each year (as of December 31st of each year) residing at home with their biological families. The children served by the In-Home Administration comprise most of these children, with a range of just under 1,000 children served as of the end of 2017 to a high of just over 1,100 children served as of the end of CY 2019. By the end of CY 2021, the In-Home Administration was serving 1,045 children in their homes. Children are served by the In-Home Administration whenever there is a substantiated CPS investigation with a high

or intensive risk level but there are no imminent safety concerns requiring the separation of children from their biological parents or legal guardians and placement into foster care. An additional range of almost 200 to 350 children are served in their homes by other administrations, including within CFSA and private contracted providers. These children have either been reunified with their parents after placement in foster care and are being monitored for a short period of time while in protective supervision status, or their siblings were separated from the biological parent, but the safety risks were not present for all the children/youth and some siblings are being monitored in the home of their parent(s).

Figure 6. Children Served In-Home, CY 2017-2021



Source: *FACES.NET* report CMT404

The demographics of children served in-home as of the end of CY 2021 indicate that there are slightly more female children (51 percent) than male children (49 percent).²⁶ Forty percent of these children are between the ages of six to 12, closely followed by 37 percent of children from birth to age five.

Figure 7. Demographics of Children Served In-Home

Gender	Number	Percent
Female	636	51%
Male	610	49%
Total	1251	100%

²⁶ Five children did not have their gender indicated in *FACES.NET*

Race	Number	Percent
American Indian/Alaskan Native	2	0%
Black or African American	876	70%
Native Hawaiian or Other Pacific Islander	1	0%
Unable to Determine/Unknown	1	0%
Unknown	343	27%
White	28	2%
Total	1251	100%
Ethnicity	Number	Percent
Hispanic	131	10%
Non-Hispanic	614	49%
Unknown	506	40%
Total	1251	100%
Age	Number	Percent
Birth to 5	460	37%
6 to 12	500	40%
13 to 17	251	20%
18 to 20	40	3%
Total	1251	100%

Source: *FACES.NET* report CMT404 & CMT362

There is a total of 11 measures in this section.

The following measures were achieved during this performance period:

- Acceptable Investigations
- CPS Caseloads & In-Home Caseloads
- New Reports While In-Home
- Entries from In-Home

The following measures were not met during this performance period:

- Timely Initiations of Investigations
- Timely Closures of Investigations

- Initial Entries to Foster Care
- Re-Entries to Foster Care within 12 months

The following measures are annual measures that were reported on in the January-June 2021 report and there is no new data to report:

- In-Home Safety Assessments (QSR)
- Collaborative Engagement

1. Timely Initiations

Measure

95 percent of all Child Protective Services (CPS) investigations of alleged child abuse and neglect shall be initiated within 48 hours after receipt of a report to the Hotline of child maltreatment or the documented barriers & next steps to assess child safety shall be discussed within five days of the close of the 48-hour initiations window.

Methodology

To assess performance, CFSA used FACES.NET data to identify whether investigations that closed during a given month included contact with all alleged victim children within 48 hours. Any investigation where social workers did not see all children within 48 hours underwent a qualitative review to determine the initiation status. Trained CFSA reviewers and the Independent Verification Agent (IVA) utilized a structured survey instrument to conduct a case record review of the investigations where alleged victim children were not seen within 48 hours to assess if CPS made all applicable efforts to interview or observe all alleged victim children. When investigators met with all children within 48 hours, reviewers automatically classified those cases as “Initiations Met”.

2021 Performance

In August 2021, CPS initiated 90 percent of closed investigations within 48 hours of a child maltreatment report received by the Hotline. In November 2021, CPS initiated 80 percent of closed investigations within 48 hours.

Historical Information

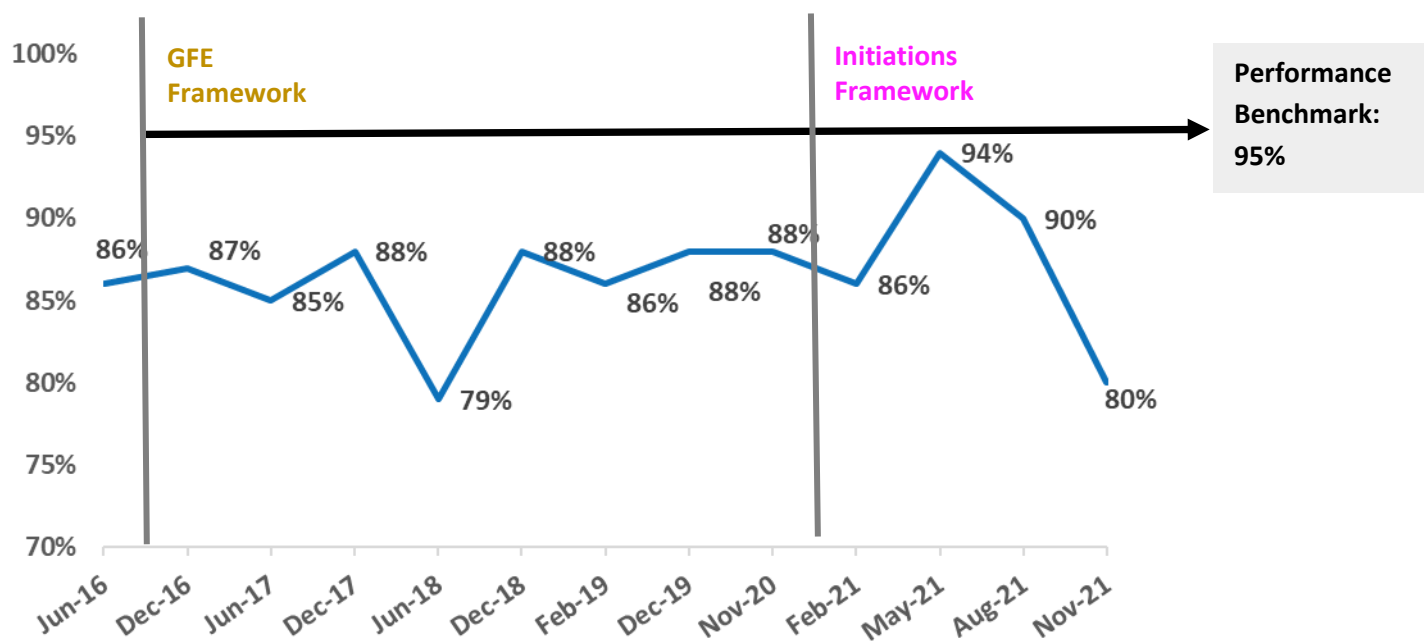
Historically, CFSA did not consider an initiation complete unless an investigative social worker had interviewed the alleged victim child outside the presence of the alleged maltreater, or there was documentation of good faith efforts²⁷ to see the alleged victim child when the investigator had been unable to locate the child. Assessing compliance with this standard required measuring specific

²⁷ Prior to October 2020, documented good faith efforts to see alleged victim children within the first 48 hours would satisfy this requirement if they included the following documented attempts: (1) visiting the child’s home at different times of the day; (2) visiting the child’s school and/or day care in an attempt to locate the child, if known; (3) contacting the reporter, if known, to gather additional information about the child’s location; (4) reviewing the CFSA information system and other information systems (e.g., ACEDS, STARS) for additional information about the child and family; and (5) contacting the police for all allegations that any child’s safety or health is in immediate danger.

practice components, i.e., interviewing all alleged victim children alone, and completing the “good faith efforts” checklist.

In October 2020, CFSA implemented new practice changes for initiating investigations and assessing child safety within 48 hours of a report. The new practice shifted away from the good faith efforts checklist to utilizing clinical decision-making to guide the investigative social worker’s efforts to locate and interview children and family within 48 hours of the referral to the Hotline. The practice changes also included more frequent check-ins with supervisors prior to going into and while in the field to support collaborative problem-solving and decision-making. In addition, investigators and supervisors engaged in focused clinical discussions after the close of the 48-hour initiations window to examine any barriers to initiation and to plan next steps to assess the safety and well-being of victim children. As reflected in Figure 8, CFSA has not yet met the required benchmark of 95 percent although May 2021 and August 2021 had the highest performance in recent history and were within five percentage points of the benchmark.

Figure 8. Timely Initiation of Investigations, June 2016 – November 2021



Source: CFSA Administrative Data, FACES.NET report INT052 and secondary review of administrative data to validate completion of good faith or otherwise applicable initiation efforts

There are several factors that impacted performance in the past year. Similar to other jurisdictions across the United States, CFSA has experienced a significant number of resignations during the global health pandemic resulting in increased vacancies and turnover. Unfortunately, this can lead to an increase in caseloads and a rise in employee burnout. As more people leave the workforce, there have been challenges in recruitment as well. As of December 31, 2021, CPS had 27 vacancies (25 social workers, one diligent search supervisor, and one family support worker). Additionally, when a staff

member is impacted by COVID and needs to take leave, their referrals may have to be reassigned. Or, if a family that CFSA is investigating has COVID, we may need to conduct interviews and assessments virtually for the safety of the family and staff. To address staff shortages, CFSA has established strong recruitment strategies and efforts that include the following: hiring a designated recruiter that will primarily focus on social worker recruitment, attending local career fairs, partnering with local colleges/universities and related professional organizations to advertise job openings and recruit qualified candidates, improving the agency's current interview/onboarding process, and establishing a pipeline of candidates that will be ready for hire e.g., candidates pending licensure, relocation, etc.

Analysis

In 70 percent (n= 214/307) of investigations closed in August, CPS made face-to-face contact with all alleged victim children within 48 hours. In 20 percent of investigations (n=63), CPS made necessary efforts to initiate the investigation although contact was not made with all alleged victim children. These efforts meet the requirements for the measure. Thus, total performance for the month of August was 277 of 307 (90 percent). Efforts to initiating referrals included but not limited to:

- Making several home and school visit attempts to gain access to the families,
- Contacting the reporting source of the referral in attempts to confirm allegations and to gain additional information not recorded in the referral. Reviewing information systems (FACES, QuickBase and ACEDS) to obtain additional information on the families,
- Obtaining additional family emergency contact information from the schools and or daycare providers when applicable,
- Requesting a diligent search on those families having limited or incomplete demographic information in the referral,
- Contacting the Police if safety concerns were identified in the referral, and
- Requesting assistance from other shifts to engage the families in attempts to initialing referrals

In 61 percent (n=264/434) of investigations closed in November, CPS made face-to-face contact with all alleged victim children within 48 hours. In 19 percent of investigations (n=84), CPS made necessary efforts to initiate the investigation although contact was not made with all alleged victim children. Again, these efforts meet the requirements for the measure. Thus, total performance for the month of November 2021 was 348 of 434 (80 percent). An overview of performance by review period is outlined in the figure below.

Figure 9. Timely Initiations Performance Breakdown, Calendar Year 2021

Audit Outcome	February 2021	May 2021	August 2021	November 2021
All alleged victim children were seen within 48 hours	203 (61%)	202 (66%)	214 (70%)	264 (61%)
Sufficient efforts were made although contact was not made with all alleged victim children	83 (25%)	86 (28%)	63 (20%)	84 (19%)
Total compliance for timely initiations	286 (86%)	288 (94%)	277 (90%)	348 (80%)
Total Applicable Referrals for Measure	331 (100%)	307 (100%)	307 (100%)	434 (100%)

Source: CFSA Administrative Data, FACES.NET report INT052 and secondary review of administrative data to validate completion of good faith or otherwise applicable initiation efforts

The Agency's internal CQI processes have contributed to performance improvement during this past year. The Quality Assurance team within PAQIA leads a debrief with CPS administrators, program managers, and supervisors after each CQI review. During the debriefs, high-level findings from the review, observations, and recommendations are discussed. PAQIA also provides a comprehensive report to CPS with the percentage of investigations that were closed within the 48-hour timeframe, the completion rates for assignment consultations and clinical discussions, and barriers to initiation that were identified during clinical discussion meetings. CPS identifies next steps to address any systemic barriers to timely initiation that were identified during the review. The main systemic barriers identified were identifying and follow up to next steps during the assignment consultation and completing/ documenting the clinical discussion between social worker and social worker supervisor within five days of the clinical consultation.

Although CFSA has not met the benchmark, performance as measured in the May 2021 and August 2021 reviews indicate that practice changes made in October 2020 are supporting improvement. While there was a four percentage-point decline from May until August, the percentage remained in the low 90's. These include increasing supervisory support and incorporating clinical decision-making in the timely initiations rubric versus following a checklist to guide efforts to locate and interview children. However, the emergence of the Omicron COVID-19 variant contributed to the decline in performance in November 2021. Many CPS staff were directly impacted personally by COVID-19, which resulted in low social worker coverage and resignations.

Conclusion

CFSA considers this measure not achieved but notes that performance was trending in a positive direction before the onset of the Omicron COVID-19 variant in fall 2021, which impacted social worker staffing shortages due to illness during the last review period.

2. Timely Completion of Investigations

Measure

90 percent of investigations will be completed, and a final report of findings shall be entered in FACES.NET within 35 days.

Methodology

To assess performance, CFSA used FACES.NET data to identify which investigations CPS closed within 35 days of the Hotline's acceptance of the referral on a monthly basis. CFSA also collected data on investigations closed beyond 35 days in accordance with supervisory approval for extensions. The following reasons justified extensions with supervisory approval: (a) there was a delay in receipt of critical information; (b) the Hotline received and accepted a new referral for a family with a current, ongoing investigation; (c) the investigator was unable to contact or identify or locate the client; (d) there was law enforcement involvement; (e) the referral was out of CFSA's jurisdiction; or (f) the referral involved a child fatality. The PAQIA analysts reviewed documentation for referrals closed with an extension to ensure that documentation supported the approved extension reason.

2021 Performance

CPS closed a monthly range of **71 to 91** percent of investigations within 35 days (or the referral received appropriate approval for an extension) during the July – December 2021 reporting period.

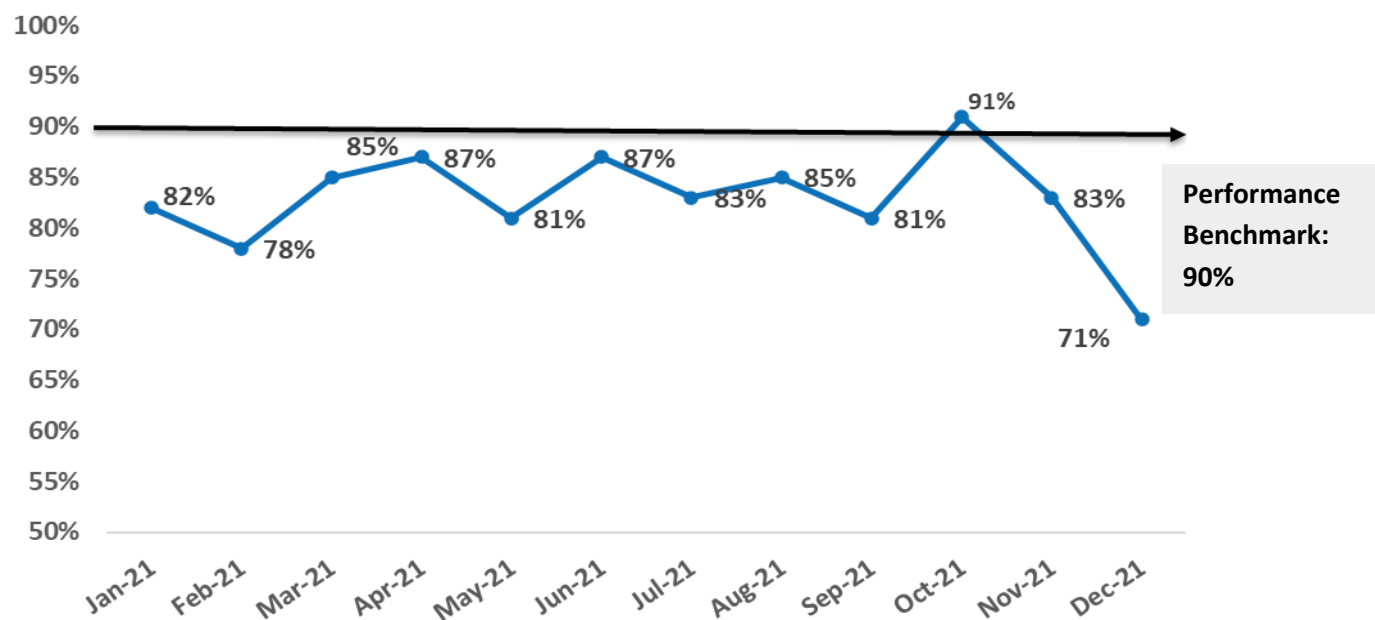
Historical Information

For CFSA to complete investigations within the specified timeframe, staff must be able to locate, assess, and interview all necessary core and collateral contacts, collect relevant evidence, and make prompt decisions regarding the safety of the children. Relevant extensions are applied in instances where, despite efforts made to gather and assess all critical contacts and information, missing contacts, or information pertinent to a safe and quality investigation closure were not obtained.

Analysis

During the July through December 2021 review period, CFSA's monthly performance ranged from 71 to 91 percent for investigation closures within 35 days (or the referral received appropriate approval for an extension). CFSA was close to meeting or exceeded the 90 percent benchmark (within five percentage points) in August 2021 and October 2021 respectively. However, there was a significant decline in December for the timely closure of investigations within the 35-day timeframe, due to a 23% CPS social worker vacancy rate (there were 25 vacancies out of the 109 allotted FTEs at the end of calendar year 2021), and the COVID-19 Omicron peak that adversely affected staff availability.

Figure 10. Timely Closures, With Extensions Included, January-December 2021



Source: CFSA Administrative Data, FACES.NET report INV004

Figure 11. Timely Closure, July 2021-December 2021

Month	Investigations Closed within 35 Days	Investigations Closed after 35 Days w/ Extension	Non-Compliant Closed Investigations	Total
Jul-21	318	5	66	389
Aug-21	262	3	48	313
Sep-21	262	3	63	328
Oct-21	371	2	37	410
Nov-21	354	8	75	437
Dec-21	294	12	127	433

Source: CFSA Administrative Data, FACES.NET report INV004

Staffings, supervision, and Big RED²⁸ meetings continue to be used to address barriers and progress towards a safe and timely closure. Analysts from the Program Outcomes Unit provide CPS supervisors with weekly notification of investigations approaching the 35-day mark within 5-10 days, as well as following up on investigations that have already exceeded the 35-day benchmark. Supervision with social workers informs the closures and balancing of caseloads. Managers have clearly and consistently messaged that no referral should be closed without ensuring its acceptability, which can impact the timeliness (e.g., additional collaterals to be contacted or documentation to gather). Safety and quality continue to be the highest priority during the staff shortage CFSA is facing at this time. To assist in managing the caseloads, clinical consultations are held by way of 10–15-day reviews, Big RED, and High Risk Staffings and an elevated staffing is held for the investigations opened beyond 35 days.

Conclusion

CFSA considers this measure not achieved.

3. Acceptable Investigations

Measure

80 percent of investigations will be of acceptable quality as measured by a qualitative review and verified by the IVA.

Methodology

CFSA and the IVA conducted a case record review to assess the quality of investigative practice of a statistically significant sample of CPS investigations that closed during a given month. Trained

²⁸RED teams comprise six to eight individuals who function in a consultative decision-making capacity for the review, evaluation, and direction (RED) of case practice at key decision points in a case. CPS Big RED meetings use the *Consultation and Information Sharing Framework* to review barriers to case closure and to develop next steps to address those barriers, including timeframes for completion of steps by identified responsible parties. Follow-up occurs by the assigned CPS program manager and supervisor to ensure that actionable items are completed.

reviewers examined the investigations with a 95 percent confidence interval and +/- 5 percent margin of error. The review utilized a structured survey instrument and focused on the following five primary activities: (1) interviews with core witnesses, including the alleged child victim, non-victim children who live in the home, alleged maltreater, and reporter; (2) interviews with collateral witnesses who may have information relevant to the allegations, e.g., law enforcement, other adults in the home, relatives, or neighbors; (3) collection of information regarding the child's health and educational status; (4) assessment of safety and risk; and (5) identification of, and linkage to, services to prevent removal of children from their home.

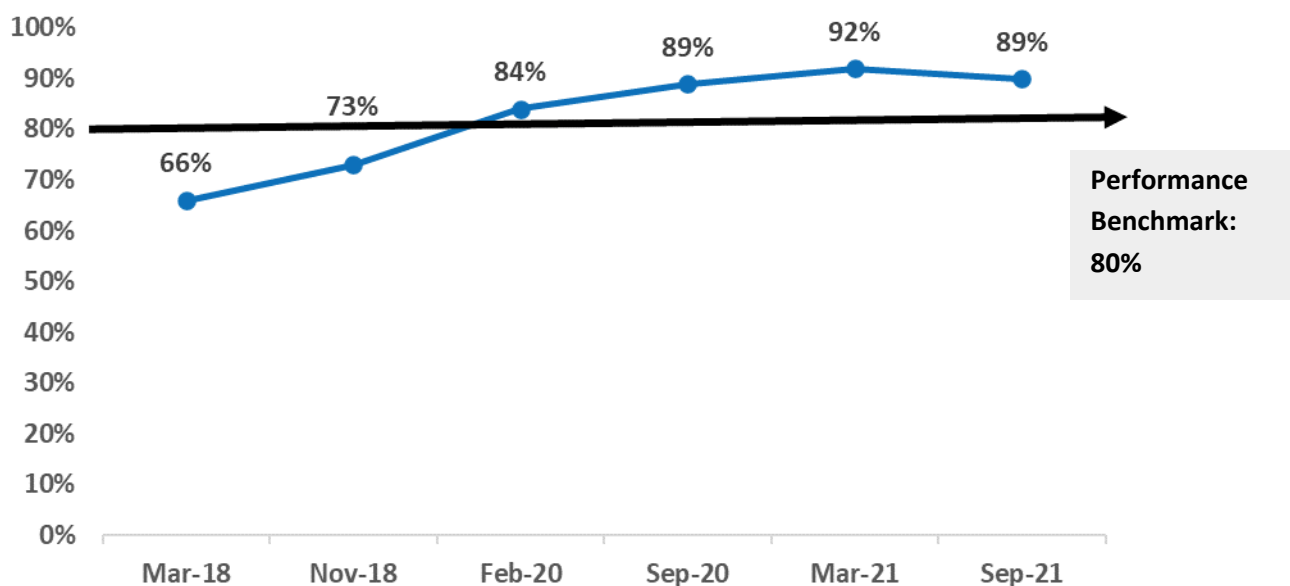
2021 Performance

89 percent of the investigations closed in September 2021 (151 out of 169) were of acceptable quality.

Historical Information

The 2010 LaShawn Implementation and Exit Plan (IEP I.A.2.) defined the performance standard for acceptable investigations in its current form. In 2012, a case record review of a statistically significant sample of cases closed in October 2012 assessed that 62 percent of the investigations demonstrated acceptable quality (n=136/219). CFSA began to see an upward trajectory of performance beginning in 2018 compared to a consistent history of not meeting the benchmark. Performance has significantly improved in recent years, both reaching and exceeding the required level of performance of 80 percent in January 2020 for the first time.

Figure 12. Closed Investigations of Acceptable Quality, March 2018 – September 2021



Source: CFSA Administrative data and FACES.net report INV004

Analysis

CFSA has continued to meet the required Exit Standard of 80 percent for the last four monitoring periods. Performance improved from 84 percent in February 2020 to 89 percent in September 2020, to 92 percent in March 2021, and to 89 percent in September 2021. Of the 17 investigations determined not of acceptable quality

in September 2021, the two most frequent reasons²⁹ included: one or more of the core contacts not being interviewed (eight), insufficient information obtained during interviews with core contacts (five), specifically the alleged victim children (four), the reporter (two), the alleged maltreater (one), and school staff (one).³⁰

Conclusion

CFSA considers this measure achieved.

4. CPS Caseloads

Measure

90 percent of social workers conducting investigations of child abuse and neglect maintain caseloads of no more than 12 investigations.

Methodology

To assess performance, CFSA used FACES.NET data to determine whether any CPS investigator had a caseload of more than 12 investigations at any point during the month of review.

2021 Performance

A monthly range of 95 to 100 percent of social workers met the caseload requirements on a monthly basis from July through December 2021.

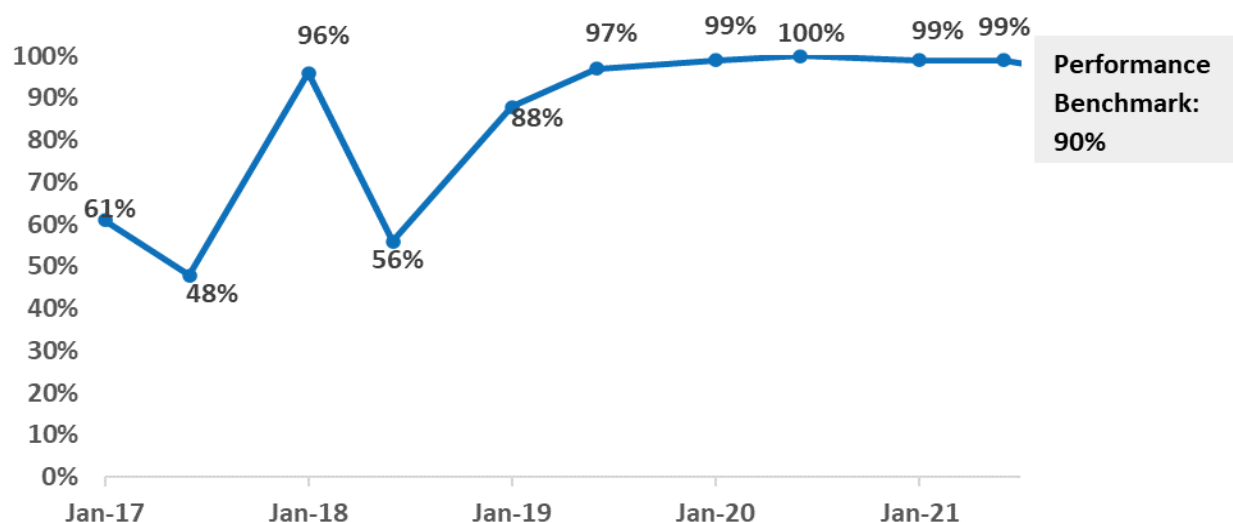
Historical Information

Between 2017-2019, CFSA struggled to consistently achieve this measure. Analysis identified that staffing was inadequate to ensure only 12 cases per social worker due to staff on unexpected leave and staff resignations. Adequate staffing is critical for the CPS unit to assign all screened-in referrals to investigative social workers on a daily basis, to maintain staff capacity to initiate investigations within 48 hours, and close referrals within 35 days. To increase capacity, the Agency hired additional staff and created two additional units. CFSA has now met and exceeded this standard for the last four monitoring review periods, which occurred bi-annually.

²⁹ Reviewers can provide more than one reason for an unacceptable determination.

³⁰ Reasons why interviews with core contacts were insufficient include: (a) interview with a person key to providing information on the allegation did not occur (four), (b) despite concerns of educational or medical neglect, there were no efforts to engage with educational/medical contacts beyond obtaining required documents (two), (c) the core contact refused to cooperate (one), and (d) there was no engagement with the schools to identify if there were any concerns (one).

Figure 13. Percentage of CPS Workers Who Met Caseload Requirements, January 2017-December 2021

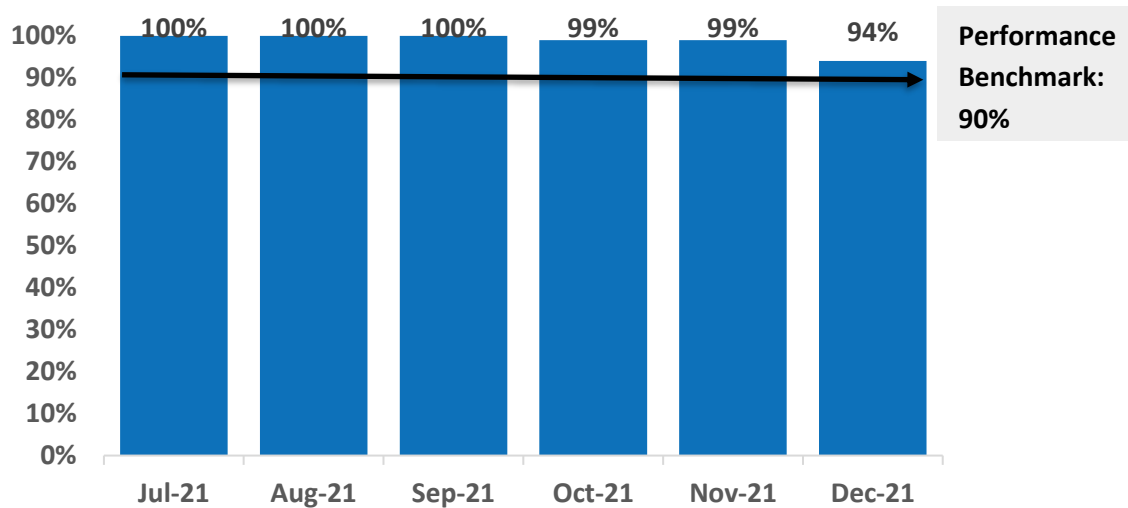


Source: CFSA Administrative Data, FACES.NET report INV145

Analysis

A monthly range of 95 to 100 percent of CPS social workers met the required level of performance during this monitoring period. To support the maintenance of acceptable caseload standards, CFSA has continued to focus on recruiting CPS investigative social workers with an increased effort on retention and staff support. Like many child welfare agencies and other industries, CPS has experienced an impactful loss of social workers during the COVID-19 pandemic (hereafter referred to as the pandemic in this report), yet CFSA maintained effective caseload management and sizes from July to December 2021. At the end of CY 2021, CPS had 25 social worker vacancies that they are recruiting to fill, which accounted for 23% of the 109 social workers allotted to the CPS units. These vacancies resulted in declined performance by December 2021, with 95 percent compliance with the caseload standard.

Figure 14. Percentage of CPS Workers Who Met Caseload Requirements, July-December 2021



Source: CFSA Administrative Data, FACES.NET report INV145

Conclusion

CFSA considers this measure achieved.

5. Collaborative Engagement

No update for this report. See CFSA's [January through June 2021 Four Pillars Performance Report](#) for most recent performance data.

6 & 12. Ongoing Caseloads

Measure

The caseload of each social worker providing services to children and families in which the child or children in the family are living in their home shall not exceed 1:15 families. The caseload of each social worker providing services to children in placement, including children in emergency care and children in any other form of CFSA physical custody shall not exceed 1:15 children for children in foster care. **90 percent** of social workers will have caseloads that meet the above caseload_requirements. No individual social worker shall have a caseload greater than 18 cases.

Methodology

To assess performance, CFSA uses data from FACES.NET.

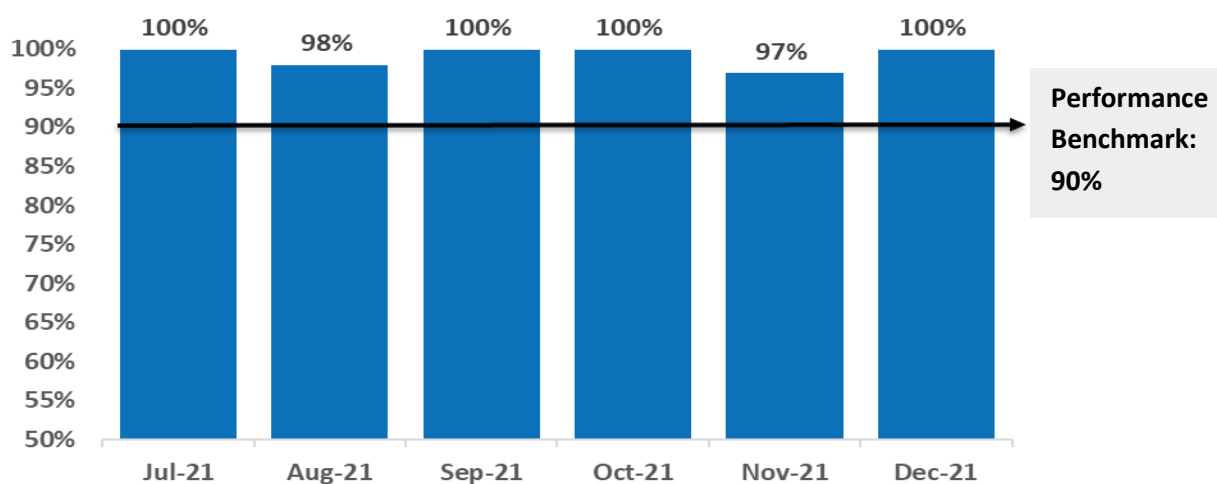
2021 Performance

There was a monthly range of 97 to 100 percent for ongoing social workers who met the caseload requirement each month. No social worker had a caseload of more than 18 during the July through December 2021 monitoring period.

Historical Information

Over the last three years, the ongoing social worker caseloads have met and maintained the required level of performance. Maintaining manageable caseloads allows ongoing social workers to promptly assess, connect, and engage the families for needed services, ensuring safety, and promoting ongoing stability. The Agency continues to maintain caseloads within the In-Home, Clinical Case Management & Support Administration (formerly Permanency Administration), and Private Agencies in accordance with high practice standards. The Agency has exceeded performance on these measure for the last three monitoring periods, from Jan. 2020 – Dec 2021.³¹

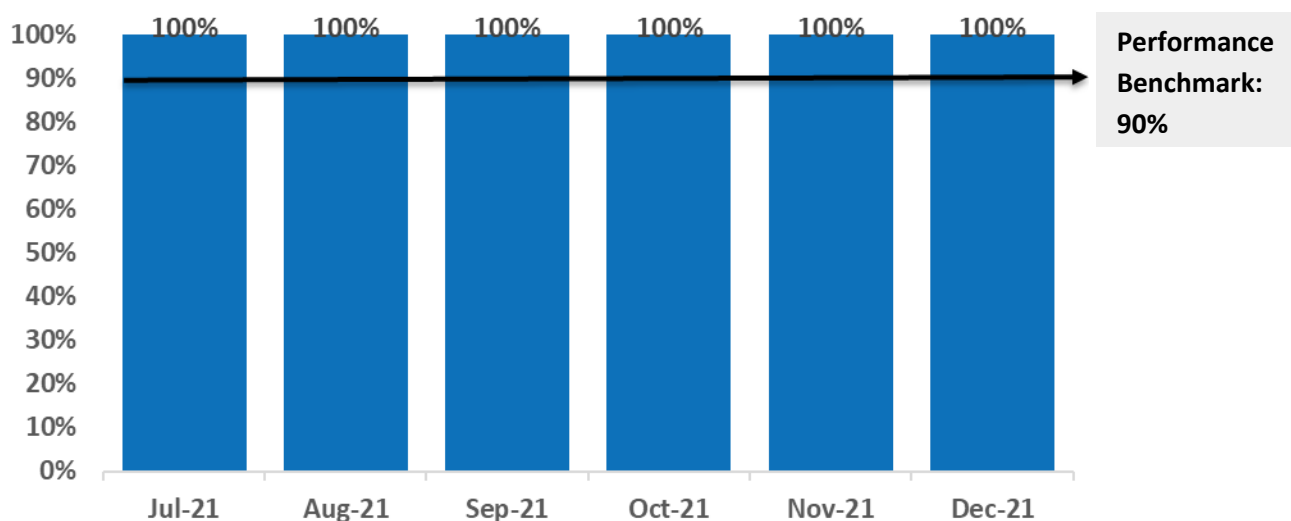
Figure 15. Percentage of In-Home Social Workers Who Met Caseload Requirements, July 2021-December 2021



Source: *FACES.NET* report CMT328

³¹ The caseload measure was revised between the *LaShawn* Exit and Sustainability Agreement (ESP) and the Settlement Agreement. Instead of including provisions for the caseloads for social workers carrying in-home and social workers carrying out-of-home cases in one measure, charts are separated (as in the *LaShawn* ESP, under the Settlement Agreement these are distinct measures).

Figure 16. Percentage of Permanency Social Workers Who Met Caseload Requirements, July 2021-December 2021



Source: *FACES.NET* report CMT328

Analysis

A monthly range of 97 to 100 percent of ongoing In-Home social workers have maintained a caseload ratio of 1:15 with no social workers carrying more than 18 cases. 100 percent of the out-of-home cases served by CCM&S and the private agencies were within a caseload ratio of 1:15, with no social workers carrying more than 18 cases. The ongoing social worker caseloads for over the past three years have met and maintained the required level of performance during this July through December 2021 monitoring period.

Conclusion

CFSA considers this measure achieved.

7. New Report of Substantiated Abuse or Neglect While Being Served In-Home

Measure

No more than 9.5 percent of open In-Home cases will experience a new substantiated investigation during the current In-Home case.

Methodology

The numerator is the number of unique families who have had a new substantiated report while being served through an open In-Home case. If a family has more than one additional substantiated investigation, they will only be counted in the numerator once. The denominator is the cumulative number of families served by the CFSA In-Home Administration from July-December 2021.

2021 Performance

Seven percent (n=42) of open In-Home cases (n=621 families) (42 out of 621 families) experienced a new substantiated investigation during their open In-Home case in July-December 2021.³²

Historic Information

The methodology changed in January 2021 to include the cumulative number of families served by the In-Home Administration rather than the point-in-time number of families served as of the end of the reporting period. The methodology was changed due to a system improvement in Tableau Software that enabled CFSA to calculate the cumulative number of families and children specifically served by CFSA's In-Home Administration during designated time frames.³³ Previously, CFSA did not have this capability and used point-in-time data on the number of families and children served. Using the cumulative number of families served provides a more accurate look at the proportion of families receiving new substantiations than a point-in-time count. However, the change in methodology also prevents CFSA from accessing historical information to compare performance prior to January 2021. For the January-June 2021 period, eight percent of open In-Home cases (51 out of 622 families) experienced a new substantiated investigation during their open In-Home case.

Analysis

CFSA looked further at the number of months between when the In-Home case first opened and when the referral that led to additional substantiated finding(s) occurred. Of the 43 additional substantiated referrals, 49 percent (n=21) were made within the first three months of the In-Home case opening. Of the 21 new substantiated referrals within the first three months, 10 had a referral within the first month of their In-Home case opening. At that point in the case, the social worker is still working to build rapport with the family, to assess family needs, to develop the case plan, and to team with the family for completing their case plan goals. Twelve of the remaining new substantiated referrals occurred within four to six months of the case opening. Seventy-seven percent of new substantiated referrals occurred within the first six months after the opening of the In-Home case. The distribution of new substantiated referrals after the case open date is consistent with the pattern observed for January-June 2021.

Of the 42 families reviewed, only one family experienced more than one substantiated allegation between July-December 2021, resulting in a total of 43 referrals. The family received two substantiated investigations, and the investigations started within three months of each other – the first at five months after the In-Home case opened and the second at eight months. No family experienced more than two substantiated allegations during this time frame.

³² Of the 42 families reviewed, one family experienced more than one substantiated allegation between July-December 2021, resulting in a total of 43 referrals.

³³ Tableau is a business intelligence platform that is linked to CFSA's Administrative Data and is used for data analysis and visual presentation of data.

Figure 17. Length of Time Between Case Opening and new Substantiated Referrals for Families Served by CFSA In-Home Administration, July-December 2021

Timeframe	# of Referrals	% of Referrals
0-3 months	21	49%
4-6 months	12	28%
7-9 months	4	9%
10-12 months	2	5%
13+ months ³⁴	4	9%
Total	43	100%

Source: *FACES.NET* report CMT401 and CFSA Internal Tableau data

During all CPS investigations, the investigative social worker completes a structured decision making (SDM™) risk assessment tool. If the family's risk level increases because of the investigation findings, the frequency of the In-Home team's monthly contact (level of service) with the family may also increase. If a new CPS investigation leads to additional substantiated findings on open in-home cases, CFSA's In-Home Administration completes a thorough reassessment of safety and risk, along with a reassessment of current services (e.g., appropriateness and family participation). Depending on the results of the new assessment, In-Home staff may offer new supports and services, or increase tailored supports as needed to prevent additional substantiations for those families. If concerns arise regarding risks of danger or challenges with parental engagement, the In-Home team will explore community papering, i.e., seeking court involvement.³⁵ The children may still remain at home under the legal status of protective supervision.

Of the 42 families reviewed, five families were presented for community papering and came under court oversight in CY 2021. Of the 42 families reviewed, six children belonging to four families experienced a removal from their home within 60 days of the investigation's closure. Of these six, four children were placed with kin, one child was placed in a traditional family based foster care setting, and one child was recorded as runaway.

Conclusion

CFSA considers this measure achieved.

³⁴ This group ranges 13-32 months.

³⁵ Community papering is a legal avenue that social workers can use to obtain court intervention and assistance with families whose lack of cooperation or engagement with CFSA's efforts to remedy conditions of abuse and/or neglect in the home may put children in the home at further risk. At the time that a case is presented for community papering, a removal has not occurred and has not been recommended by the clinical team.

8. Entries from In-Home

Measure

Reduce foster care entries from In-Home to **less than 100 entries annually**.

Methodology

CFSA developed this measure to track the frequency with which children served in an In-Home case were separated from their parents and placed in foster care. The measure counts all children separated from their parents and placed in foster care for at least one night during an open case with CFSA's In-Home Administration. There are no exclusions based on the length of time the child remained in care, e.g., if the child remained in care for eight days or less.

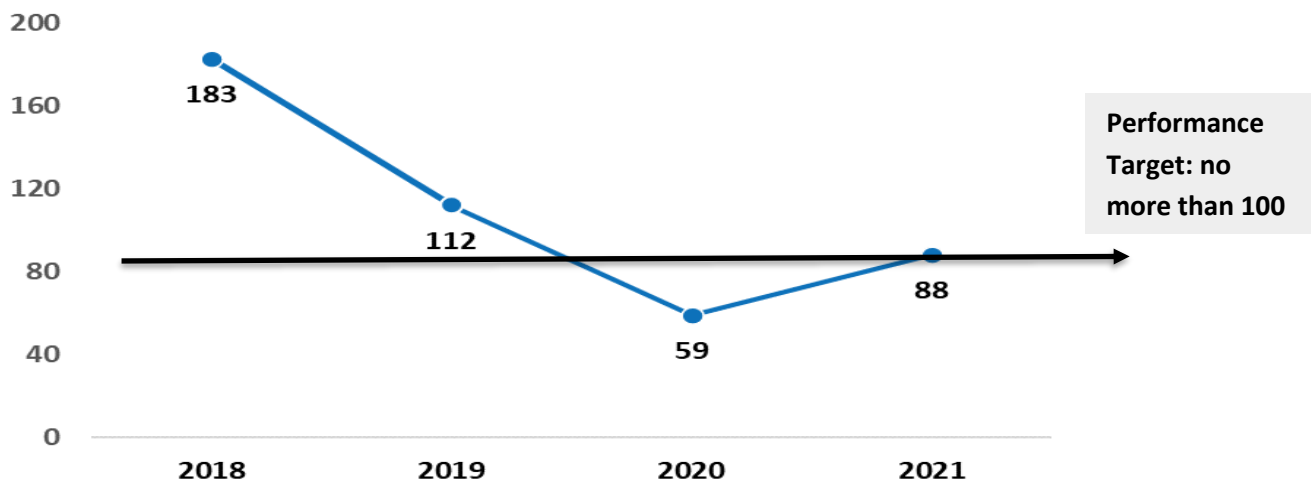
2021 Performance

Eighty-eight children entered care from an In-Home case during calendar year (CY) 2021 with 47 entries occurring between July and December 2021.

Historic Information

In CY 2020, 59 children entered care from an open In-Home case, which met the target for under 100 children. Though 2021 was still under the measure, there was an increase of 29 entries from 2020. Entries were higher than the target for the two previous years (2018 and 2019).

Figure 18. Number of children separated from their parents with an open case with the In-Home Administration, by calendar year



Source: *FACES.NET* report CMT403 and PLC256

Analysis

Entries from In-Home cases took a sharp dip at the onset of the pandemic, falling well below the 100-entry benchmark in CY 2020. In CY 2021, the entries increased but still stayed below the target of 100. During the pandemic, social workers adapted to virtual assessments, and distributed tablets and Wi-Fi hotspots to families to enable virtual visitation for families and children. The large decline in reports to the Hotline of abuse and neglect during the pandemic also led to a decline in the rates of children

being served through In-Home being separated from their families. As a result, the CY 2020 reporting period does not represent typical performance. Still, the decline from 183 entries in CY 2018 to 112 entries in CY 2019 demonstrates the onset of the trending decrease in entries. Entries in CY 2021 declined 21 percent compared to CY 2019.

Driven by the passage of the Family First Prevention Services Act in 2018, CFSA began implementing the District's Title IV-E Prevention Services Five-Year Plan in fiscal year (FY) 2020. The Prevention Services Five-Year Plan includes the use of Motivational Interviewing³⁶ by social workers throughout the life of the case. As part of the Plan, social workers also develop individual prevention plans for each family to identify the services needed to keep the family together and prevent entry into foster care. Implementing the District's Title IV Prevention Services Five-Year Plan may have reduced entries. However, it is believed that the impact of the pandemic (e.g., fewer calls to the Hotline, services frequently provided to families through virtual means) is still playing a role in the reduction of children entering foster care from open cases with CFSA's In-Home Administration.

Conclusion

CFSA considers this measure achieved.

9. Initial Entries to Foster Care

Measure

Reduce initial entries into foster care (**annual target: 185**).

Methodology

This measure is a count of all children separated from their parents and entering foster care for the first-time during calendar year CY 2021, and who remained in foster care for at least one night. There are no exclusions based on the length of time the child remained in care, e.g., whether the child remained in care for eight days or less.

2021 Performance

There was a total of 196 initial entries³⁷ into foster care during CY 2021, with 98 of these entries occurring during the second half of the reporting period (July to December 2021).

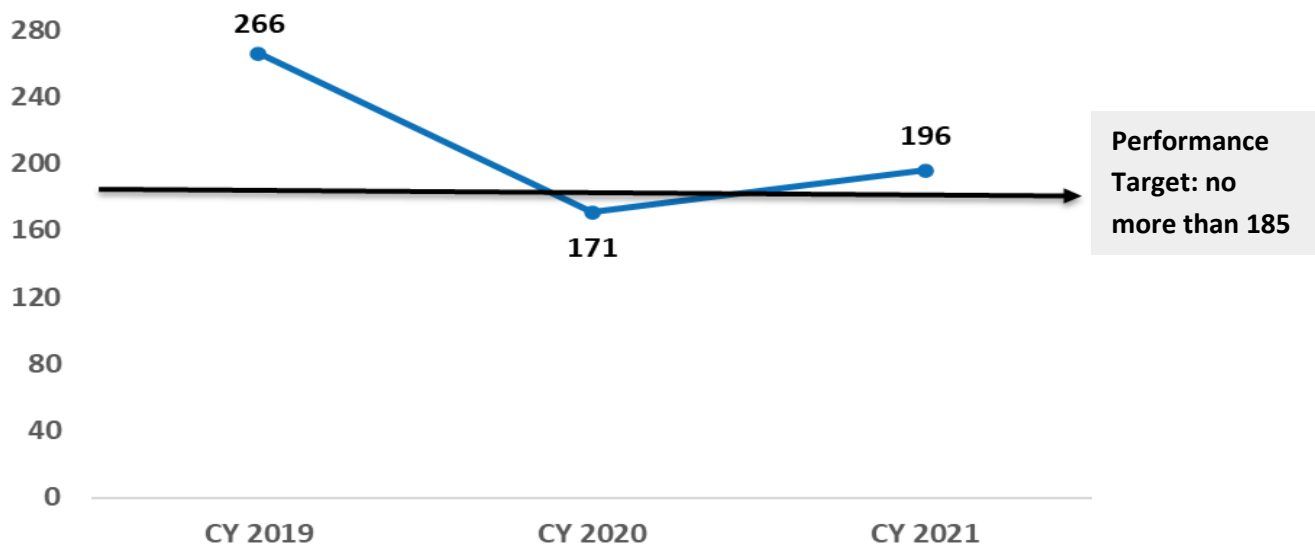
Historic Information

In CY 2019, there were a total of 266 initial entries. In CY 2020, there were a total of 171 initial entries.

³⁶ The Title IV-E Prevention Services Clearinghouse considers Motivational Interviewing (MI) as well-supported practice. Motivational Interviewing (MI) is a method of counseling clients designed to promote behavior change and improve physiological, psychological, and lifestyle outcomes. MI aims to identify ambivalence for change and increase motivation by helping clients progress through five stages of change.

³⁷ A total of 20 children were in care for eight days or less.

Figure 19. Initial Entries to Foster Care during CY 2019-CY 2021



Source: FACES.NET report PLC155

Analysis

As of the end of the calendar year, the number of initial entries into foster care included nine entries above the annual target of less than 185 entries, for a total of 196 entries. The number of initial entries is also 25 entries higher than in CY 2020, when there was a total of 171 initial entries. However, due to the pandemic impacting child welfare practice starting in March 2020 with sharp decreases in calls reporting abuse and neglect to the Hotline, 2020 is not a representative year. There were 70 fewer initial entries in CY 2021 compared to CY 2019. As stated in the preceding section regarding entries from open in-home cases, there are numerous factors that could be impacting the decrease in entries, including the Agency's use of prevention efforts like motivational interviewing and the creation of prevention plans that identify services designed to keep children at home. Another factor is the continued impact of the pandemic on child welfare practice.

Conclusion

CFSA considers this measure not achieved.

10. Re-Entries to Foster Care within 12 months

Measure

No more than eight percent of entries into foster care will be re-entries.

Methodology

Beginning in 2021, CFSA adopted the federal measure for tracking the Agency's performance on re-entries into foster care. As defined by the federal government, this measure examines, of all children who enter foster care in a 12-month period who were discharged within 12 months to reunification, living with a relative, or guardianship, what percentage re-entered foster care within 12 months of their discharge?

The federal government defines the following exclusions from the measure:³⁸

- Children in care whose initial foster care episode lasted less than eight days
- Children who enter care or re-enter foster care at age 18 or older
- Children whose discharge from their first foster care episode did not have a discharge reason
- Children who reenter foster care during the same AFCARS reporting period are excluded, as the Adoption and Foster Care Analysis and Reporting System (AFCARS) reporting structure does not support reporting of the discharge reason
- Children whose date of latest removal for the reentry episode is reported as being before the date of discharge for the prior episode.

In terms of inclusions, if a child has multiple reentries within 12 months of discharge, only his or her first reentry is selected.

2021 Performance

The Children's Bureau calculated the information provided for this monitoring period through the Child and Family Services Review (CFSR 3) Data Profile, which is published twice per year and was most recently published in February 2022. The measure examines entries from FY 2019 through the end of FY 2021, incorporating a full 12-month period for children being discharged from care and a full 12-month period for children to re-enter care. In addition to the Children's Bureau's provision of results and supplemental data, CFSR received technical assistance from the Capacity Building Center for States to match the federal government's logic and to pull the data for this measure.

When comparing performance between states, the federal government applies a risk adjustment to each state's observed (actual) performance. The CFSR 3 Data Profile provides the following definition for the risk adjustment: "Risk standardized performance (RSP) is derived from a multilevel statistical model and reflects the state's performance relative to states with similar children and takes into account the number of children the state served, the age distribution of these children, and for some instances, the state's entry rate. It uses risk-adjustment to minimize differences in outcomes due to factors over which the state has little control and provides a fairer comparison of state performance against the national performance."

Just over 10 percent (10.4%) of FY 2019 entries of children who exited within 12 months re-entered foster care within 12 months of exit, with the RSP. In actual performance, 9.4 percent (nine out of 96 children) re-entered care. Due to our data being compared to similar jurisdictions in accordance with the RSP, our adjusted re-entries were one percent higher than our actual re-entries. Since the methodology for the measure gives a full 12-month period for children to achieve permanency after they enter foster care, and then gives an additional 12-month period for children to re-enter care, this is the most recent performance data available.

³⁸ Source: <https://capacity.childwelfare.gov/states/resources/reentry-to-foster-care/>

Historic Information

- 6.5 percent of FY 2018 entries who exited within 12 months re-entered care, with the RSP. In observed performance, 3.6 percent (three out of 83 children) re-entered care.
- 9.7 percent of FY 2017 entries who exited within 12 months re-entered foster care, with the RSP. In observed performance, 9.3 percent (seven out of 75 children) re-entered care.
- 7.4 percent of FY 2016 entries who exited within 12 months re-entered foster care, with the RSP. In observed performance, 5.6 percent (five out of 89 children) re-entered care.

Analysis

The number of children re-entering care has remained below the benchmark for two out of the past four fiscal years where there are full data available. Children who entered care in FY 2017 and FY 2019 re-entered care at a slightly higher rate than children who entered care in FY 2016 and FY 2018. However, as can be seen in the table below, this is largely due to the very small number of children who re-enter, rather than a substantive increase in the number of children who are re-entering care. While our performance has fluctuated from four percent to nine percent, the Agency continues to perform similarly to national performance (eight percent)

Figure 20. Re-Entry to Foster Care in 12 months (observed performance), FY 2016 entries to FY 2019 entries

Fiscal Year	Total Exits within 12 months of entry	Total Re-Entries	Percentage
FY 2016 Entries	89	5	5.6%
FY 2017 Entries	75	7	9.3%
FY 2018 Entries	83	3	3.6%
FY 2019 Entries	96	9	9.4%

Source: CFSA Administrative and manual data

Conclusion

CFSA considers this measure not achieved. However, the Agency notes that its performance continues to be similar to national performance.

11. In-Home Safety Assessments

No update in July-December report. See CFSA's [January through June 2021 Four Pillars Performance Report](#) for most recent performance data.

A woman with curly hair and glasses is smiling and holding a white sign in front of her. The sign has the word "Foster" written on it in a bold, blue, sans-serif font. The background is a solid light blue color.

Foster

TEMPORARY SAFE HAVEN

Foster care is a temporary living situation for children who are unsafe due to parents or other relatives being unable to provide care. When children enter foster care, CFSA prioritizes family-based foster care, particularly kinship care that provides the most connection to family. CFSA works to have a child's first placement with kin and, when not available, CFSA strives to have the best match with a family-based resource parent. To a much lesser extent and when the structure and expertise of round the clock staff is required, CFSA may place older youth in congregate care facilities.

Whether in a family-based or congregate care setting, the intent of foster care is to provide a temporary safe, stable, and caring environment for the child or youth while their parents address the reasons why the child was separated from their care. Social workers monitor the safety of children in foster care through weekly visitation for the first four weeks of foster care and any subsequent placement changes, and a minimum of twice monthly visits thereafter. Social workers facilitate visits between parents and children within the first week of foster care, and visits with siblings if the Agency needed to place a sibling group in different foster care placements. The Agency ensures that children and families continue visits with each other on a weekly basis. Social workers also engage, support, and assess parents with a goal of reunification and monitor progress on case plan goals with at least two visits a month.

Case planning is a collaborative process. Together the family, their supports and providers, and the social worker identify next steps and services that will help the family achieve the identified

permanency goal for the child. The preferred permanency goal for children is reunification with their family as quickly (and as safely) as possible. When reunification is not possible, CFSA seeks to find a safe and loving, permanent home through adoption or legal guardianship. For older youth, CFSA may determine that the most appropriate goal is Another Planned Permanent Living Arrangement (APPLA). In such cases, the Agency ensures a transition to adulthood with the youth establishing lifelong connections to at least one responsible, nurturing adult.

Overall, the placement array must accommodate the wide variety of needs of the District's foster care population. Some youth will not be able to be initially placed with kin or in a traditional family-based resource home. For some of these youth, they might need the additional structure and round-the-clock support of a group home or a more restrictive level of care to meet their therapeutic needs. When a child enters the foster care system and requires observation to determine the most appropriate placement and service needs, CFSA has Stabilization, Observation, Assessment, and Respite Care (SOAR) homes. SOAR homes are professional resource parent homes caring for not more than two children to provide temporary care for up to 90 days. This period of observation allows the Agency to better determine children's needs and therefore to make an informed decision about the placement match that will maximize placement stability and well-being.

To successfully achieve placement stability CFSA must also provide strong supports to resource parents and ensure that resource parents have the necessary skills to care for the unique needs of each child placed in their home. To this end, CFSA has created a business process called, Placement Stabilization Staffings.³⁹ These stabilization staffings focus on children newly entering or re-entering care, as well as for children with certain types of replacements. See the Ongoing Commitment section of this report for more information about these Placement Stabilization Staffings.

CFSA continues to recruit and retain resource parents through its comprehensive recruitment and retention campaign called REACH (Recruit, Engage, Advocate, Collaborate, Help). Additional information about this campaign is included in the Ongoing Commitment table below, see Table 6.

There are a total of 14 measures in this section.

The following measures were achieved during this performance period:

- Permanency Caseloads
- Sibling Visits
- Timely Approval of Foster/Adoptive Parents
- Placement Disruptions
- Emergency Shelter

³⁹<https://cfsa.dc.gov/publication/program-placement-matching>

- Out of Home Safety Assessments
- Services to Families and Children
- Case Planning

The following measure was partially achieved:

- Multiple Placements

The following measures were not achieved during this performance period:

- Visits between social workers and children during the first four weeks of a new placement or a placement change
- Parent/Child Visits
- Parent/Worker Visits
- Placement array amongst kinship and family foster homes
- Overnight Stays

In addition to the efforts discussed above, the *LaShawn* Settlement Agreement required CFSA to take specific actions in 2020 and 2021 to expand and enhance the placement array. The specific commitments and progress towards implementation are detailed in the table below.

Figure 21. Ongoing Commitments

Commitment	Status as of December 31, 2021
<p>Commitment A. CFSA will contract with a provider to develop a specialized psychiatric residential treatment facility (PRTF) within the District for children and youth in foster care.</p> <p>By August 31, 2020, in consultation with the court-appointed monitor and plaintiffs, CFSA will issue a request for proposals (RFP) to solicit a provider responsible both for identifying a site within the District (or not to exceed 50 miles from the District) and developing and operating the residential housing, educational, and treatment program. Proposals to the solicitation will be due by December 31, 2020.</p> <p>In meeting this obligation, CFSA will select a provider with experience working successfully with children with significant behavioral health needs that require placement and treatment in a specialized residential treatment center. The PRTF will meet nationally recognized standards and have a capacity to serve up to eight children between the ages of eight and 12. The contracted provider will have experience designing, staffing, and operating a residential treatment program with educational programming and evidence-based behavioral health treatment services.</p>	<p>Despite concerted efforts during the procurement process, CFSA encountered challenges identifying a provider to build and develop a local PRTF. CFSA subsequently determined that a less restrictive but still intensive placement solution could appropriately meet the needs of the same population.</p> <p>Per approval of the plaintiff and the IVA, this commitment was replaced by commitment B in the Addendum to the Settlement Agreement and status on that commitment is reported below.</p>
<p>Commitment B. In the Addendum to the Settlement Agreement, this new commitment was added:</p> <p>CFSA will recruit four additional professional resource parents with a minimum of four children, up to a capacity of eight children, ages eight - 12.</p>	<p>The scope of work was developed in May 2021 and the resource parent type was officially named trauma-informed professional parents (TIPP). By June 1, 2021, CFSA developed promotional materials and began marketing. A total of 26 prospective parents attended the three informational sessions.</p> <p>By September 30, 2021, CFSA selected 4 resource parents with a capacity of eight beds. The resource parents were to be licensed, if not already licensed, approximately 150 days after selection. As of December 31, 2021, two of the three TIPP parents were licensed with fully executed contracts, and a third parent</p>

Commitment	Status as of December 31, 2021
	<p>was licensed with a fully executed contract by January 15, 2022. The fourth parent who was initially selected withdrew their name from consideration. A replacement TIPP parent was selected and all parents were available and accepting placements as of April 15, 2022.</p>
<p>Commitment C. By December 31, 2020, CFSA will authorize, recruit for and license enough foster care placements to have a 10 percent built-in surplus of foster care beds, thereby creating more matching choices and prompt and appropriate placement for all children in care. CFSA will ensure that this surplus is maintained for the duration of this Settlement Agreement.</p>	<p>CFSA has maintained more than a 10 percent surplus of foster care beds throughout July-December 2021, with the surplus ranging from 25 percent to 35 percent monthly. See the <i>Placement Capacity Compared to Census as of Last Day of the Month</i> report in the appendix for detailed month-by-month information. In calculating capacity, the Agency removed the number of children in kinship homes, and the number of licensed kinship beds as these placements are not typically available for all children in foster care but are licensed to meet a specific placement need for an identified child. This calculation includes the number of homes or providers licensed at a point in time (as of the last day of the month), and does not reflect the number of homes or providers who are available for placements as it does not account for resource parents who are temporarily unavailable due to vacation, home renovations, sickness, etc.</p> <p>CFSA continues to maintain capacity within specialized placement types and for specialized populations. Refer to Figures 22 and 23 for further information.</p> <p>CFSA completes monthly tracking of the new family-based homes and beds that become available across CFSA and within each of the private contracted providers. CFSA also tracks the number of homes and beds that are closed each month and reason that the home closed. Overall, from the beginning of FY 2021 (October 2020) through FY 2022 Q1 (December 2021), there were 191 new resource homes licensed with a capacity of 260 beds across the family-based placement continuum. However, 234 homes with a capacity of 386 beds closed, leading to a net loss of 43 homes and 126 beds. A significant loss occurred with the end of Children's Choice's contract with CFSA in December 2021, which led to closure of 42 homes and 89 beds (18 percent of loss of homes and 23 percent of loss of beds), as well as the loss of traditional homes from another contracted provider (54 homes and 96 beds). A significant reason for the closure of resource homes was due to the children in the home achieving permanency (95 homes, 41% of total closed homes). This factor applied to 70 kinship homes and 25 non-</p>

Commitment	Status as of December 31, 2021
	<p>kinship homes. Moreover, 96 homes (41 percent of total closed homes) closed due to resource parent requests (health issues, family changes, no longer interested, retirement, moved out of DC, concerns for COVID-19 safety issues, etc.).</p>
<p>Commitment D. As part of CFSA's efforts to meet this obligation, by June 15, 2020, CFSA will hire a full-time staff person responsible for developing and carrying out a recruitment plan to identify, license, and maintain a sufficient number of foster care resources to have and maintain the 10 percent built-in surplus of foster care placements.</p> <p>The recruitment plan will focus on traditional family-based homes, as well as specialized placement types (e.g., professional foster parents, SOAR homes,⁴⁰ intensive foster care, placements that can accommodate sibling groups, etc.) to meet children's needs, reduce placement instability, and end overnight stays at the CFSA office building.</p>	<p>CFSA hired the full-time staff member in April 2020. The staff member remains employed at CFSA as of December 31, 2021. CFSA also developed the comprehensive recruitment and retention campaign called REACH (Recruit, Engage, Advocate, Collaborate, Help).</p> <p>Developed in FY 2020 and launched in early FY 2021, the REACH initiative aims to improve resource parent recruitment and retention by engaging staff and community members to serve as ambassadors. A December 2020 survey helped to determine the inaugural cohort of staff participants; the REACH team began recruiting ambassadors from the DC community in March 2021. As of June 2022, CFSA has recruited a total number of 40 ambassadors.</p> <p>The website CFSA uses to recruit new resource parents, FosterDCKids.org has a new look as of February 2021, and features updated content for prospective and current resource parents, including some functions translated into Spanish. Visitors can meet and contact the recruitment team, register for events, submit applications, and explore resources. As of December 31, 2021, there were 6,729 unique visitors to the FosterDCKids.org website during the calendar year.</p> <p>In addition, resource parents are able to attend "Fellowship and Feedback" sessions to provide feedback, ask questions, or raise concerns directly with Agency leaders. The Deputy Director for the Office of Out of Home Supports leads the monthly sessions.</p>

⁴⁰ SOAR (Stabilization, Observation, Assessment, and Respite Care) homes are professional resource parent homes with two beds each to provide temporary care for up to 90 days.

Figure 22. Bed Capacity within Specialized Placement Types

Specialized Placement Type	Number of homes	Number of beds	Available Capacity as of 12/31/21
SOAR	2	4	0
Intensive Foster Care ⁴¹	0	0	0
Professional foster parents for teen parents	3	5	1
SOY ⁴²	9	21	8

Source: *FACES.NET* report PRD141 and manual data provided by Placement Administration and Contracts Monitoring Division

Figure 23. Bed Capacity for Specialized Populations

Specialized Population Type	Number of homes	Number of beds	Available capacity as of 12/31/21
Specializes in working with teens ⁴³	22	47	14
Accommodates large sibling groups (3+ children, both kin and non-kin placements)	19	61	36
Speaks Spanish	18	27	12

Source: *FACES.NET* report PRD141 and manual data provided by Placement Administration and Contracts Monitoring Division

DATA TRENDS: CHILDREN IN OUT-OF-HOME PLACEMENT

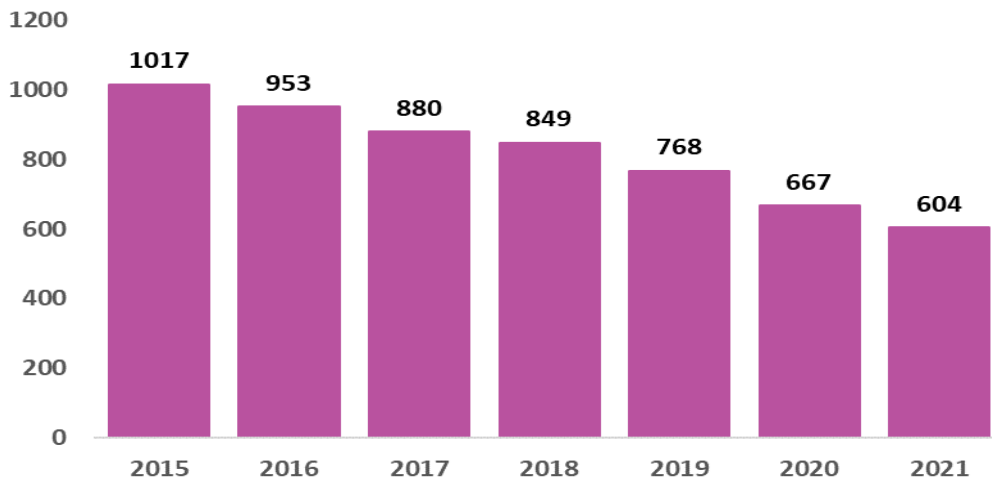
The number of children placed in foster care continues to decline. Between December 2015 and December 2021, CFSA witnessed a 41 percent decrease in population (n=1017 and n=604, respectively). This decrease is due to increased prevention efforts that support families without separation and increased exits to positive permanency for those who are in foster care. See Figure 24 below.

⁴¹ The Children's Choice contract with CFSA ended in December 2021. CFSA published a Request for Proposals and a provider has been selected as of March 2022. However, the contract has not been executed yet.

⁴² Specialized Opportunities for Youth (SOY) are beds in family based foster homes to provide stability and support to youth with behavioral challenges who require significant clinical interventions and services. SOY resource parents take an additional 30 hours of training, including: Trauma 101 & 102, Managing Adolescent Behaviors, Human Trafficking, and other trainings geared to work effectively with the target population.

⁴³ SOAR, intensive foster care, professional resource parents & SOY (special opportunities for youth) homes receive extra training in parenting teens in foster care; this is an aggregate of these rows from the specialized placement type table for CFSA placements.

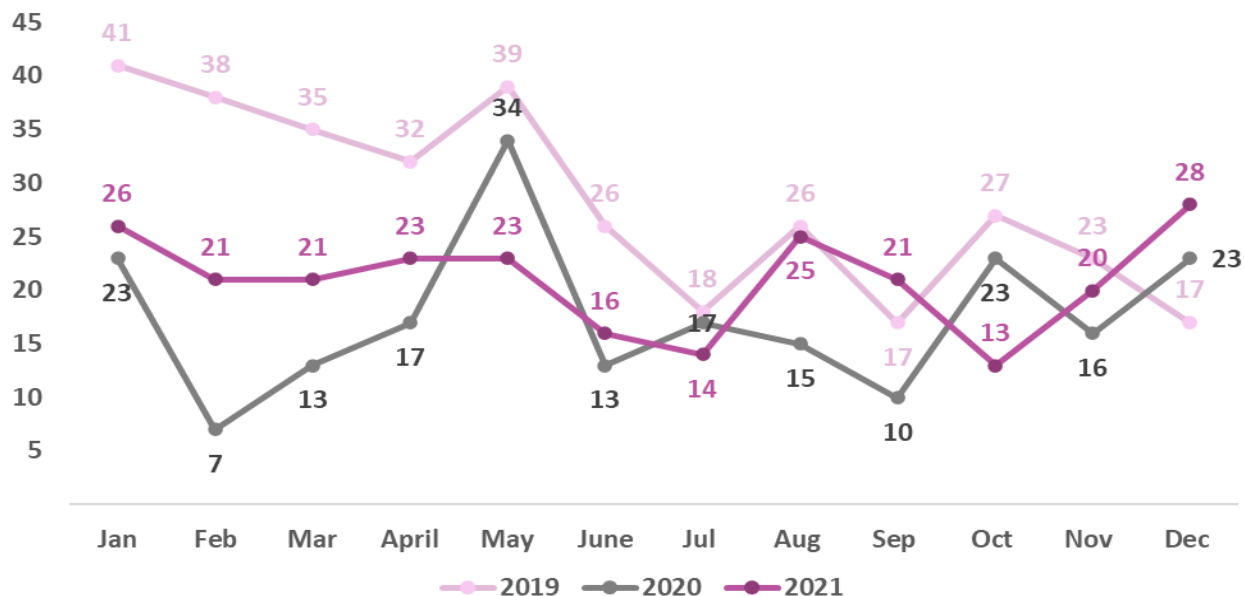
Figure 24. Children in Out-of-Home Placement as of December 31, 2015-2021



Source: *FACES.NET report CMT232*

Figure 25 below shows the trends of entries and re-entries into care between January 2019 and December 2021. Entries sharply decreased from an average of 35 entries per month in 2019 to an average of 18 entries per month in 2020. Entries and re-entries in 2021 increased slightly but were still generally lower than entries and re-entries in 2019, with an average of 21 entries per month. Monthly entries into foster care were significantly down in 2020 compared to 2019. Entries have risen slightly in 2021 (to date) but still remain lower than entries by month in 2019, with the exception of the months of September 2021 and December 2021. While CFSA is not able to quantify it compared to other factors, there is likely an impact from the pandemic and decrease in the volume of calls to the Hotline.

Figure 25. Entries to Foster Care in 2019-2021



Source: *CFSA Administrative Data, FACES.NET*

Figure 26 shows basic demographic information for the children in Out-of-Home care as of December 31, 2021. Of the 546 children where race data is reported, African American children account for 97 percent of all children in foster care, overrepresented in the D.C. foster care system when compared to the 2020 racial composition of the District as reported in National KIDS COUNT data (African-Americans account for 52 percent of D.C. population under the age of 18).⁴⁴ The two largest age groups of children are children between the ages of birth to five (27 percent) and 13 to 17 years old (28 percent).

Figure 26. Demographics of Children in Out-of-Home Care

Gender	Number	Percent ⁴⁵
Female	320	53%
Male	284	47%
Total	604	100%
Race	Number	Percent
Asian	3	<1%
Black or African American	530	88%
Native Hawaiian, Other Pacific Islander	1	<1%
White	12	2%
Unable to Determine	1	<1%
No Race Data Reported	57	9%
Total	604	100%
Ethnicity	Number	Percent
Hispanic	101	17%
Non-Hispanic	429	71%
Unable to determine	1	<1%
Unknown	73	12%
Total	604	100%
Age Group	Number	Percent
Birth to 5	163	27%
6 to 12	148	25%
13 to 17	172	28%
18 to 20	121	20%
Total	604	100%

Source: CFSA Administrative Data, FACES.NET report PLC156 as of December 31, 2021.

⁴⁴ <https://datacenter.kidscount.org/data/tables/103-child-population-by-race?loc=10&loct=3#detailed/3/any/false/574,1729,37,871,870,573,869,36,868,867/68,69,67,12,70,66,71,72/423,424>

⁴⁵ Totals may not add up to 100 percent due to rounding.

Of the children separated from their homes of origin, 55% of these children were residents of Wards 7 and 8⁴⁶. Conversely, the Wards with the smallest number of removals are Ward 2 (n=3), and Ward 3 (n=7); each comprise one percent of the foster care population. Detailed information regarding the placement of children in foster care is provided later in this section.

13a. First Four Weekly Visits

Measure

90 percent of children newly placed in foster care or experiencing a placement change will have four visits in the first four weeks of a new placement or placement change.

Methodology

To assess performance, CFSA utilizes data from FACES.NET. The universe counts the total number of placements with a placement entry date in the reporting month. The measure utilizes the following logic:

- Visit requirements for placements lasting 8-14 days: At least one visit by the social worker (SW), family support worker (FSW) or nurse care manager (NCM) during first seven days of placement.
- Visit requirements for placements lasting 15-21 Days: At least two visits by the SW, FSW or NCM during first 14 days of placement.
- Visit requirements for placements lasting 22-28 days: At least three visits by the SW, FSW or NCM during first 21 days of placement.
- Visit requirements for placements lasting 29+ days: At least four visits by SW, FSW or NCM during first 28 days of placement. Of the four visits, the SW should make at least two visits and at least one of the two should be at the child's foster placement.
- The following placements are excluded: placements lasting less than eight days, placements where children are in runaway status, placements more than 100 miles from the District, and hospital placements.

2021 Performance

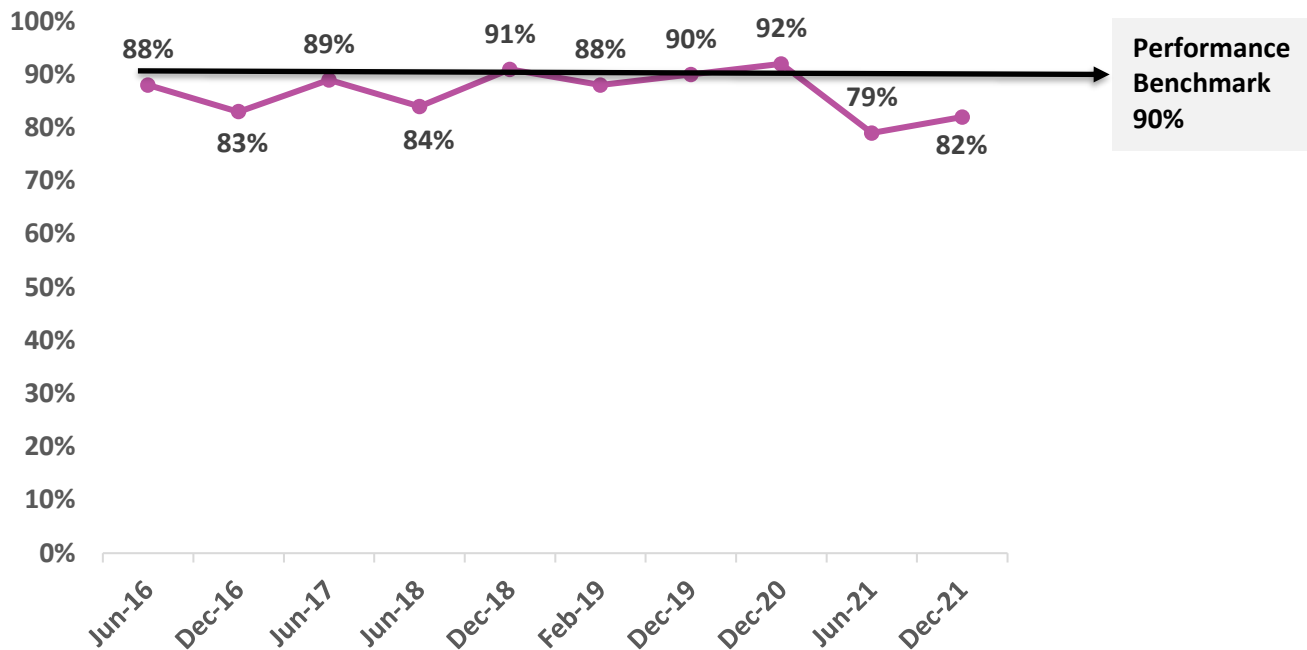
A **monthly range of 74 to 82 percent** of applicable children had the required number of visits following a new placement or placement change.

Historical Information

Visits between social workers and children in their foster placements help the social workers ensure that children have their needs met while they are in out-of-home care. Performance on social worker visits to children newly placed has generally increased overtime. However, performance began declining at the end of the January-June 2021 review period when the measure was met for three out of the six months but was not met for the two consecutive final months of the review period.

⁴⁶ D.C. ward boundaries were updated effective January 1, 2022. Data by ward in this report is reflective of the old ward boundaries.

Figure 27. First Four Weekly Visits, June 2016-December 2021



Source: *FACES.NET* report CMT014

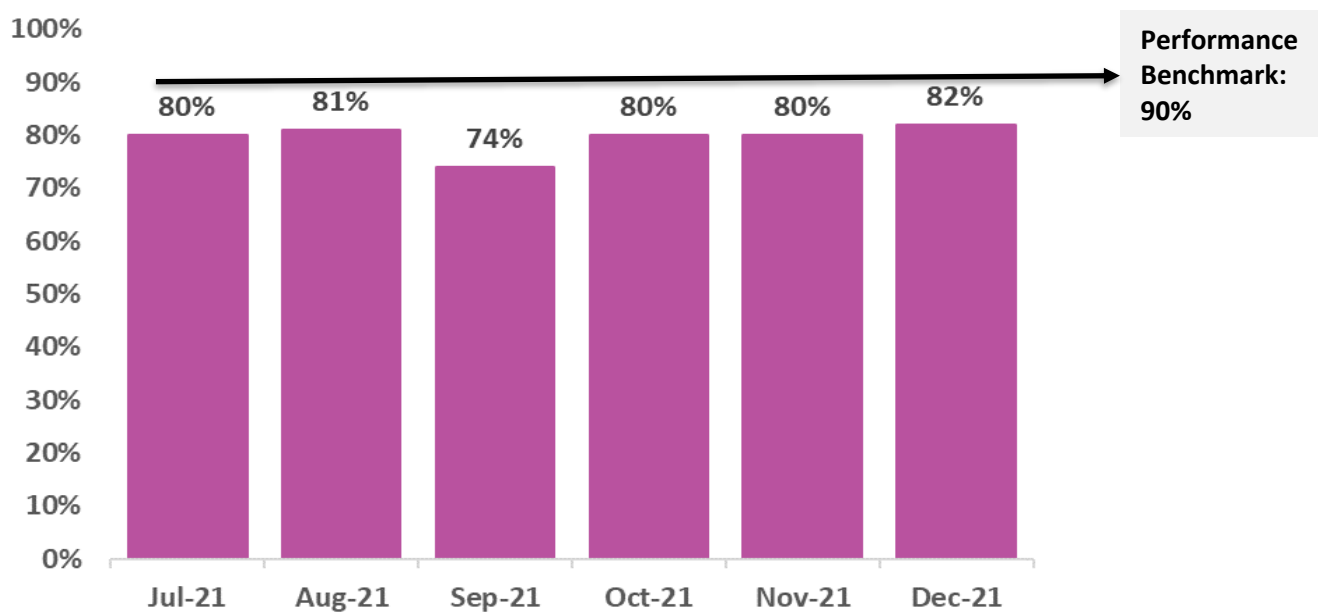
Analysis

The population of applicable children for this measure each month ranged from 61 to 88 during this performance period. CFSA did not meet the requirement for this measure for six months of the review period (see Figure 28). Performance ranged from 74 to 82 percent (missing by 8-16 percentage points, which represents 12 to 22 children). As in the prior review period, the following reasons attributed to the failure to achieve this measure:

- **FACES Entry Error:** An error with documentation occurred that led to completed visits not being counted or visits were not documented in a timely fashion, visits were completed shortly after the 28-day period elapsed, or other elements of the benchmark methodology were not met.
- **Respite Placements:** Youth returned to their original placement after staying in a respite placement, but an error with how the placement was documented led to youth not being excluded from the first four weekly visits, or youth were placed in respite care multiple times before returning to original placement.
- **Reporting Issue:** The report logic included youth who did not have a placement change and therefore did not need the first four weekly visits, e.g., youth who ran away for a short period of time before returning to the original placement.
- **Older Teenagers:** Many youth in new placements were older teenagers who spent most of their time in the community and were not available for a visit despite agreeing to the scheduled time.
- **Exception Scenarios:** Unique situations occurred that did not fall into a specific theme, e.g., children placed in residential facilities that only allow one visit per month due to COVID, and scheduling difficulties with a youth or resource parent.

Specifically, during this review period, CFSA completed a deep dive on the 25 total children who did not receive the required number of visits for children with new placements in October (n=12) and November (n=13). The findings showed that 70 percent of these youth were 16 years-old or older, and that younger children and youth were receiving the required visits. For the youth who did not receive the required visits, the attempts by the social worker to complete the visits were being documented. As a strategy to improve visitation with older youth, CFSA plans to collaborate more closely with the resource parent and group home staff to ensure that youth are available at the time of the scheduled visit.

Figure 28. Required Number of Social Worker Visits to Children in New Placements, July - December 2021



Source: FACES.NET report CMT014

Conclusion

CFSA considers this measure **not achieved**.

13b. Resource Parent Outreach (formerly Welcome Call)

Measure

80 percent of resource parents with children newly placed in foster care, or resource parents experiencing a placement change, had conversations with a social worker, supervisory social worker, or foster parent support worker within the first four weeks of placement to assess their needs while caring for the child placed in their home.

Methodology

CFSA completed a case record review of a statistically significant sample of applicable cases in November 2021 to determine if Agency staff had a conversation with the resource parent to assess their needs in caring for the child placed in their home. CFSA reviewed a total of 39 placements and replacements, a statistically significant sample with a 95 percent confidence interval and +/- five percent margin of error. The trained reviewers utilized a structured Survey Monkey instrument and focused on the following four activities: (1) whether staff held a conversation with the resource parent; (2) what immediate concerns resource parents identified; (3) how the Agency or private agency partner addressed the identified needs during the first 4 weeks of placement (if applicable); and (4), if the outreach was not made during the first four weeks, what barriers to outreach did the staff member document.

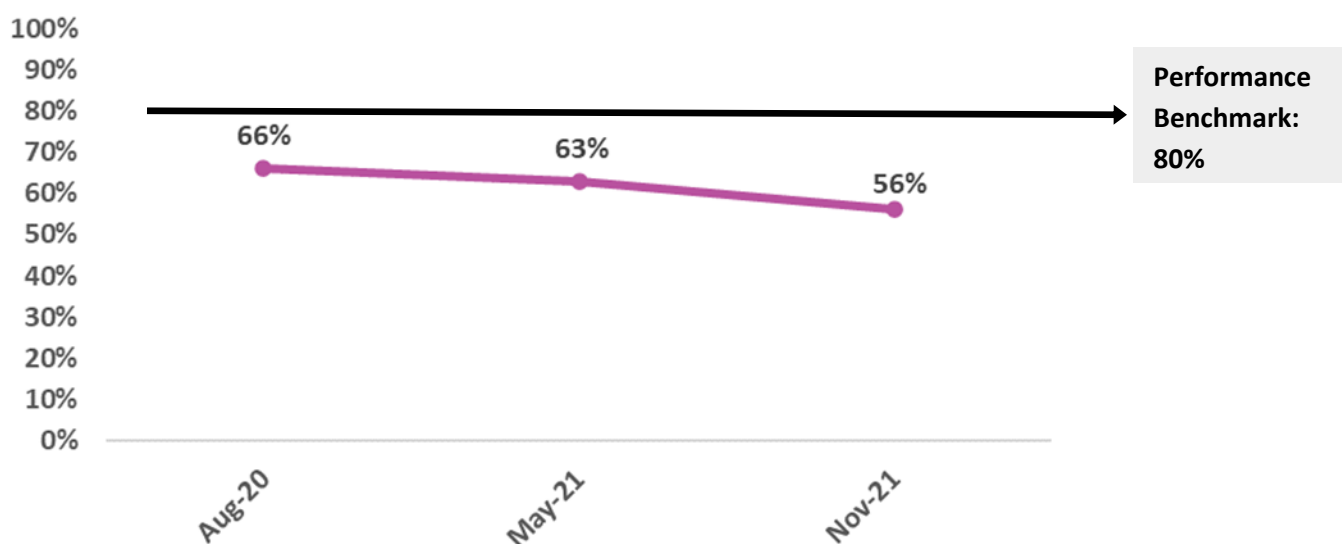
2021 Performance

For children newly placed in foster care or experiencing a placement change during November 2021, **56 percent** of children had documentation indicating that a social worker, supervisory social worker, or resource parent support worker had a conversation with the resource parent within the first four weeks of placement to assess assistance needed for the child.

Historical Information

The Agency has historically struggled to meet this performance measure. In November 2021, 56 percent of children had documentation indicating that staff had a conversation with the resource parent to assess their needs in caring for the child, which was a decrease from 63 percent performance in May 2021. Performance on the measure for the last three reporting periods are shown in Figure 29.

Figure 29. Outreach to Resources Parents during First Four Weeks, August 2020 – November 2021



Source: Reviews conducted by CFSA staff of all eligible placements during selected months

Analysis

During November 2021, staff completed outreach to the resource parent for 22 placements (56 percent) of the statistically significant sample of 39 eligible placements and replacements. This performance is a decline from the prior review period (63 percent). Overall performance continues to remain below the benchmark of 80 percent.

Although Agency staff noted that resource parent support workers, family support workers, and social workers should contact resource parents within the first 24 hours of a placement or replacement to determine if there are any outstanding needs for the child, there is a continued lack of documentation of the conversation and whether any needs were identified. While documentation needs improvement, the needs of resource parents or congregate providers are discussed during the Removal RED for all children who newly enter foster care. More attention will be given to how resource parents are supported during placement changes versus the initial placement or entry into foster care and how that support is documented. For DC resource homes, the resource parent support workers (who serve as a bridge between the social workers and the resource parents) are expected to provide additional support through visits, telephone, and email communication. The private providers are expected to provide this support to the resource parents through their placement units. When resource parent support workers (RPSW's) complete their monthly visits to D.C. resource parents, the resource parents report feeling supported by their social workers.

Management will reinforce documentation of the visits completed by the RPSW's efforts. Leadership from the Clinical Case Management and Support Administration and the Kinship and Placement Administration will work with CFSA staff and private agency partners to improve documentation of outreach to resource parents, in addition to monitoring documentation of resource parent outreach efforts monthly.

Conclusion

CFSA considers this measure not achieved.

14. Parent-Child Visits

Measure

80 percent of children with the goal of reunification will have weekly visitation with the parent with whom reunification is sought.

Methodology

To assess performance, CFSA used FACES.NET data to identify which cases had the required number of visits. CFSA also conducted an internal audit validated by the IVA to confirm completion of supervisory-approved necessary efforts for those cases in which visits did not occur.

During prior monitoring periods under *LaShawn*, the Agency was able to document unsuccessful attempts to facilitate parent-child visits in FACES.NET as Missed Visit Efforts if "visitation was not in the

child's best interest, is clinically appropriate or did not occur despite efforts by the Agency to facilitate it." Missed Visit Efforts also included visits that were not held because a parent refused to participate in a visit or did not show for a visit but there were efforts to reschedule. Effective January 1, 2021, CFSA implemented changes to the reporting process for Missed Visit Efforts for parent-child visits per the new Four Pillars Framework. Under the Framework, acceptable Missed Visit Efforts are limited to the following circumstances:

- Social worker was unable to locate parent.
- A stay away order exists between parent and child.
- The parent resides outside the jurisdiction (>50 miles from DC).
- A court order states that visits are at the youth's discretion.

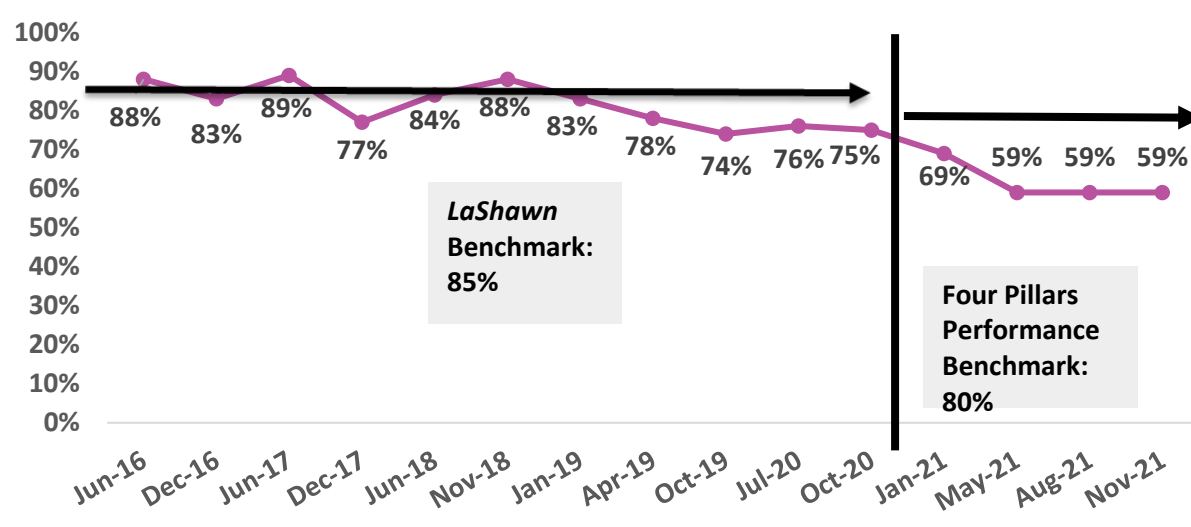
2021 Performance

The Agency used 2 months of data during the performance period and determined compliance of **59 percent** in both August 2021 and November 2021.

Historical Information

CFSA has historically experienced challenges in meeting this standard. Performance on this measure was assessed at 69 percent in January 2021 and 59 percent in May 2021, below the required level of performance (80 percent). During the 2020 monitoring period, the pandemic impacted CFSA's ability to conduct in-person visitation between parents and children, requiring visits to occur via virtual platforms. In some cases, this practice shift created barriers for parents who did not have access to tools such as Zoom or FaceTime. CFSA attempted to overcome these barriers by providing support to parents who were not familiar with virtual communication platforms. The Agency also made attempts to facilitate safe outside visits when possible. Based on the changes to the measure and methodology implemented in January 2021, comparison of past and current performance should not be made.

Figure 30. Children with Goal of Reunification who Visit Weekly with the Parent with whom Reunification is Sought, June 2016 – November 2021



Source: FACES.NET report CMT012

Analysis

CFSA assessed performance on this measure at 59 percent in August 2021, and 59 percent in November 2021. In the last three review periods, total performance has been consistently at 59 percent and below the 80 percent benchmark. Fifty-five percent of youth in August 2021 received the required number of visits with their parents. An additional 4 percent of youth (11 cases) met compliance because the case met one of the approved Missed Visit Efforts' categories. CFSA validated the social worker's efforts to address the barrier to visitation. In an additional 109 cases, while there was not an approved Missed Visit Effort category relevant to the case, the social worker submitted documentation regarding the barriers to visitation, which are shown in Figure 31 below.

Fifty-nine percent of youth in November 2021 received the required number of visits with their parents. An additional 3 percent (8 cases) met compliance because the case met one of the approved Missed Visit Efforts' categories. CFSA validated the social worker's efforts to address the barrier to visitation. In an additional 111 cases, while there was not an approved Missed Visit Effort category relevant to the case, the social worker submitted documentation regarding the barriers to visitation.

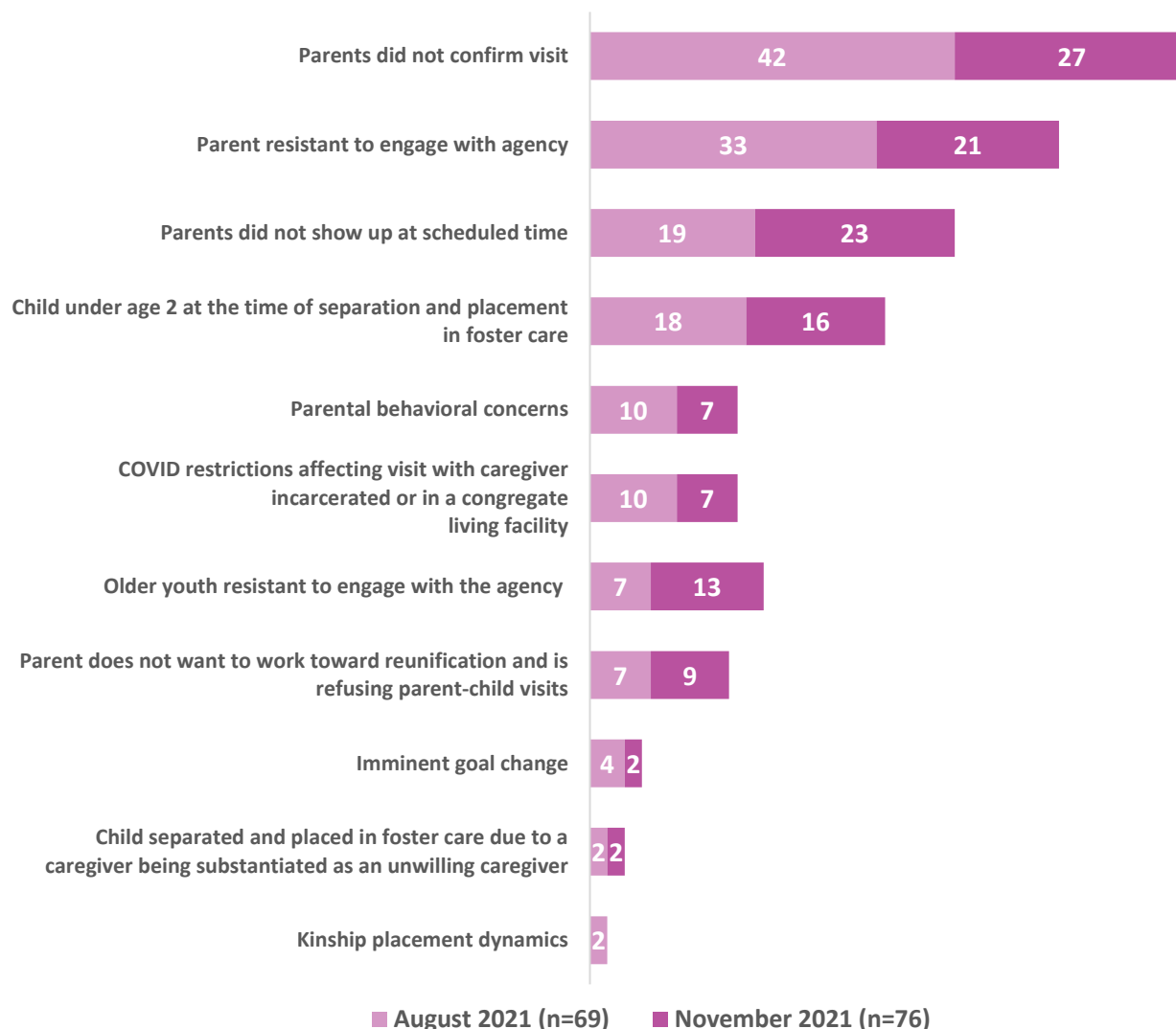
Figure 31. Parent-Child Visit Performance Breakdown, August and November 2021

Audit Outcome	Aug 2021	Nov 2021
Children received the required number of visits with their parents	147 (55%)	154 (56%)
CFSA validated that an approved Missed Visit Effort category was met, and the social worker made sufficient efforts	11 (4%)	8 (3%)
Total compliance for parent-child visits	158 (59%)	162 (59%)
Total Children Applicable for Measure	267 (100%)	273 (100%)

Source: *FACES.NET report CMT012*

While the children who received all required visits (four visits per month) did not exceed 60 percent of the children applicable for this measure, that does not mean that children did not have any visits with their parents. The children may have had one, two, or three completed visits. Barriers and challenges to completing the required number of monthly visits were identified for the cases that did not have completed visits and did not meet an exception. The top three challenges to completing visits for both months reviewed were parents' resistance to engage with the Agency, parents not confirming the standing weekly visit time and having a history of no-shows, and parents not showing up at the agreed-upon visit time for that week. An overview of these barriers and challenges are included in Figure 32. Some of these barriers reflect current challenges towards regular visitation, and some reflect conditions that existed prior to the child's separation and placement in foster care, such as the child entering care due to the parent being substantiated as an unwilling caregiver or infants entering the system prior to the parent establishing a strong attachment.

Figure 32. Barriers and Challenges to Completing Required Number of Parent-Child Visits for Cases Without Completed Visits and Not Meeting Exceptions, August and November 2021 Audits⁴⁷



Source: CFSA Administrative and manual data

There are two main areas of focus to improve performance on the parent-child visitation benchmark; documentation and teaming to support the parent-child-resource parent triad. It is often difficult for the agency to accurately document parent-child visits and interactions that are not supervised by the

⁴⁷ Parental behavior concerns (which were noted as a theme in a total of 17 cases across August and November 2021) occurred when parents exhibited behaviors during or immediately prior to a visit that would have a negative impact on the child's safety. Kinship placement dynamics (which were noted as a theme in 2 cases in August and November 2021) become a barrier or challenge when the kinship resource parent is the designee to supervise the visits and the relationship between the visiting parent and the kin provider becomes strained. When either of these instances occurred, social workers utilize clinical assessment and teaming to create a plan to allow for regular, safe visitation.

agency. For example, many kin open their homes to parents weekly and sometimes daily, but do not always document that contact and share it with the social workers timely so that they can enter it into FACES. There are resource parents engaged in shared parenting who are communicating and scheduling time with the parents and children, and again might not always keep track of that activity in a way that allows the agency to document. In terms of teaming and support, the agency must expand the pool of designees allowed to supervise parent-child contact so that if a parent doesn't come to the weekly scheduled visit there are opportunities to reschedule. When this has to be managed by social workers and family support workers only, schedules get in the way of best clinical practice.

The agency is working to engage kin, PEERs, and other natural supports, such as school personnel, who are able and willing to supervise. In monthly PGRMs, the agency is also monitoring progress towards reunification and allowing for unsupervised visits as soon as it is safe to do so, often recommending multiple visits a week when the parents' schedules allow for this.

Conclusion

CFSA considers this measure not achieved.

15. Parent-Worker Visits

Measure

80 percent of parents will have twice monthly visitation with workers in the first nine months post-placement.⁴⁸

Methodology

To assess performance, CFSA used FACES.NET data to identify cases that had the required number of visits. CFSA conducted an internal audit, validated by the IVA, to confirm completion of supervisory-approved necessary efforts for those cases in which visits did not occur. During prior monitoring periods under *LaShawn*, the Agency was able to document unsuccessful attempts to facilitate parent-worker visits in FACES as Missed Visit Efforts if a parent refused to participate in a visit or did not show for a visit and there were efforts to reschedule. In January 2021, CFSA implemented changes to the reporting process for Missed Visit Efforts for parent-worker visits, which are included in the new Four Pillars Performance Framework. Under the new framework, acceptable Missed Visit Efforts are limited to the following circumstances:

- The social worker is unable to locate the parent.
- The parent resides outside the jurisdiction (>50 miles from DC).

⁴⁸ For children with a permanency goal of reunification, in accordance with the case plan, the CFSA or private agency social worker with case management responsibility shall visit with the parent(s) at least one time per month in the first nine months post-placement. A CFSA social worker, nurse care manager or family support worker shall make a second visit during each month for the first nine months post-placement. If a child is in care for 8-14 days, one visit with each caretaker listed in the household is required per month; caretakers listed in the households of children in care for 15+ days require two visits per month.

The timeframe for monitoring visit compliance has also shifted from compliance over the 3-month period post-placement to compliance by month over the 9-month period post-placement.

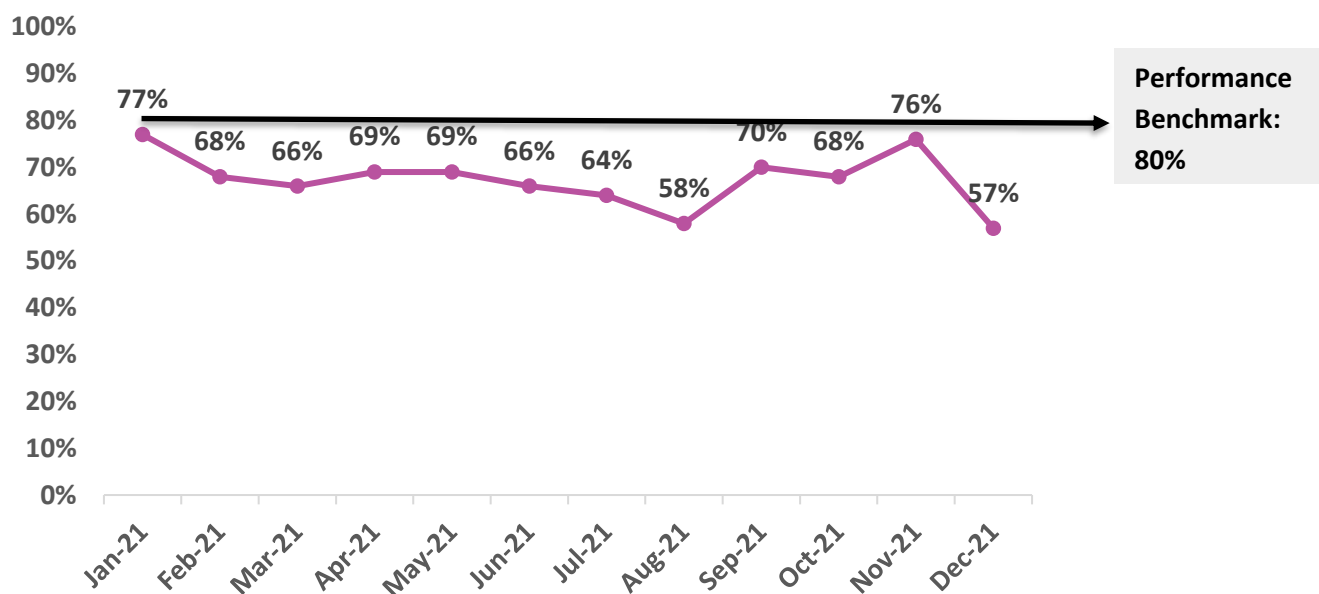
2021 Performance

Between July 2021 and December 2021, social workers completed required visits for a monthly range of **57 to 76 percent** of parents with children in foster care with a goal of reunification in the first nine months the children were in care.

Historical Information

Between January 2021 and June 2021, performance on parent-worker visits ranged monthly from 66 to 77 percent, which is below the performance benchmark under the new framework. Figure 33 below shows CFSA's performance from January 2021-December 2021.

Figure 33. Households with Twice Monthly Visits between Workers and Parents with Goal of Reunification, January 2021 – December 2021

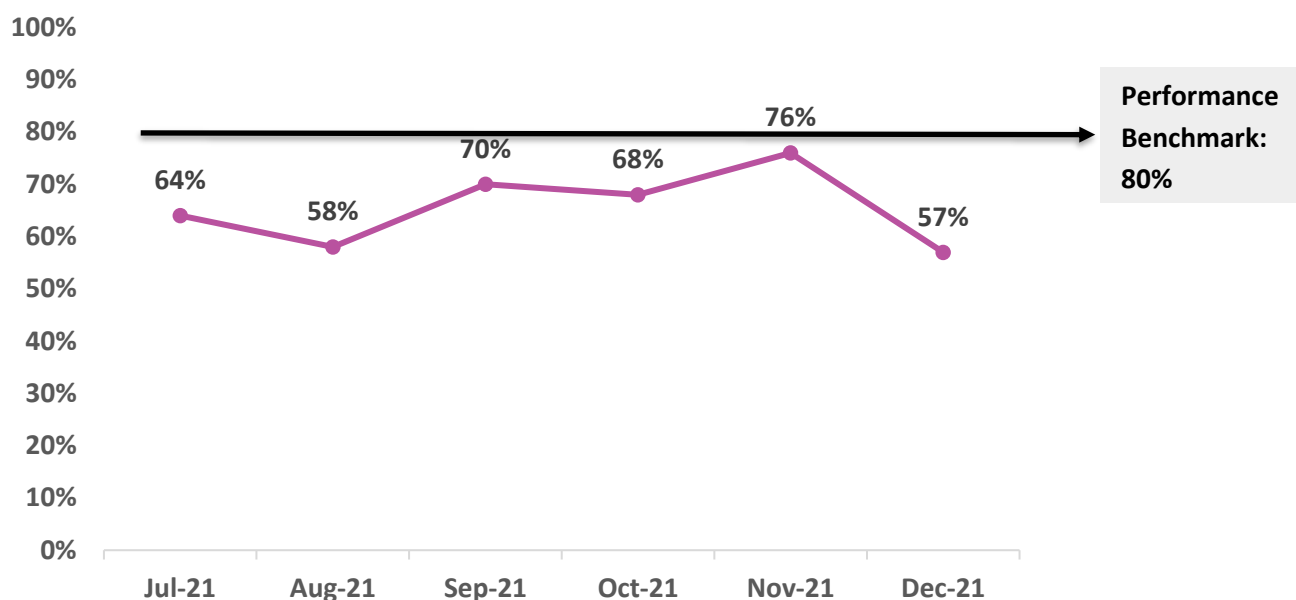


Source: CFSA Administrative Data, FACES.NET report CMT267 and findings from CFSA internal audit with Monitor validation of missed visits efforts during select months

Analysis

Performance data for the July to December 2021 period peaked in November 2021 at a rate of 76 percent. Performance on this measure was lowest in December 2021 (57 percent). While CFSA has still not met this benchmark, performance on this measure has fluctuated between 10 to 15 percentage points below the benchmark, with further dips below the benchmark in August 2021 and December 2021. See Figure 34 below.

Figure 34. Households with Twice Monthly Visits between Workers and Parents with Goal of Reunification, July – December 2021



Source: CFSA Administrative Data, FACES.NET report CMT267 and findings from CFSA internal audit with Monitor validation of missed visits efforts during select months

During July to December 2021, as detailed in Figure 35, a range of 55 percent to 75 percent of the applicable households had the required visits between the parents and social workers. An additional range of one to five percent met compliance because the case met one of the approved Missed Visit Efforts categories and CFSA validated the social worker's efforts to address the barrier to visitation.

Figure 35. Parent-Worker Visit Performance Breakdown, July-December 2021

Month	Total Households Applicable for Measure	Households Received Required Visits	Household Met an Approved Circumstance; CFSA Validated Efforts	Total Compliant for Parent-Worker Visits
July 2021	92 (100%)	54 (59%)	5 (5%)	59 (64%)
August 2021	86 (100%)	48 (56%)	2 (2%)	50 (58%)
September 2021	100 (100%)	65 (65%)	5 (5%)	70 (70%)
October 2021	99 (100%)	63 (64%)	4 (4%)	67 (68%)
November 2021	98 (100%)	73 (75%)	1 (1%)	74 (76%)
December 2021	103 (100%)	57 (55%)	2 (2%)	59 (57%)

Source: CFSA Administrative Data, FACES.NET report CMT267 and findings from CFSA internal audit with Monitor validation of missed visits efforts during select months

Barriers and challenges to completing the required number of monthly visits were identified for the cases that did not have four visits in the month and did not meet an approved circumstance. The

most prevalent barrier to completing parent child visits was parent refusal to engage with the Agency. Documentation issues occur when efforts described by social workers are duplicative in nature despite the social workers' familiarity and knowledge of the case. An overview of barriers and challenges are included in Figure 36.

Figure 36. Barriers to Completing Parent-Worker Visits, July to December 2021

Barrier	Jul (n=19)	Aug (n=24)	Sep (n=17)	Oct (n=20)	Nov (n=13)	Dec (n=17)	Total
Resistant to working with the agency	6	11	8	5	7	8	45
Limited efforts to engage/locate caretaker(s)	7	5	4	11	5	9	41
Documentation issues	1	7	5	6	2	6	27
Parent behavioral health concerns	4	2	2	1	1	0	10
Parent(s) incarcerated/drug treatment	2	1	1	0	0	0	4
No Show at Visits	0	0	0	0	0	3	3
Death in Family	1	0	0	0	0	0	1
No longer wanting reunification	0	0	0	0	0	1	1

Source: CFSA Administrative and manual data

The pandemic impacted social workers' ability to meet safely with parents in person in 2020 and 2021. Pandemic guidelines required social workers to visit with parents outdoors or to utilize virtual means of communications (e.g., phone calls, FaceTime, and Zoom). In some cases, these virtual forms of communication made it easier to facilitate visits. In other instances, virtual communication was not accessible for parents experiencing homelessness, parents without regular access to a cellular device, or parents who were incarcerated. During this July – December 2021 timeframe, social workers were instructed to return to in person visits with parents. CFSA will use the following strategies to improve engagement and support for birth parents, to include:

- Continued and focused use of PEER Advocates for individual case support and ensuring their engagement is documented in FACES.net
- Continued and focused use of Recovery Specialists, Project Connect, and Family Treatment Court for parents impacted by substance use and ensuring their engagement is documented in FACES.net
- Increased referrals and engagement with MBI Health Services LLC (MBI)⁴⁹ to provide therapy for parents impacted by mental health diagnoses
- Targeted training for staff on adolescent development and working with unable/unwilling caregivers

⁴⁹ CFSA contracted with mental health provider, MBI to provide out-patient therapeutic services for children, youth, parents, and caregivers involved with CFSA.

Conclusion

CFSA considers this measure not achieved.

16. Sibling Visits

Measure

80 percent of children shall have monthly visits with their separated siblings and 75 percent of children shall have twice monthly visits with their separated siblings.

Methodology

To assess performance, CFSA utilizes data from FACES.NET. Children placed apart from their siblings should have at least twice monthly visitation with some, or all, of their siblings unless there is a documented clinical or legal determination that the visitation is not in the best interest of the children.

2021 Performance

A monthly range of **86 to 93⁵⁰ percent** of applicable children had at least one monthly visit with their separated siblings. A monthly range of 77 to 83⁵¹ percent of applicable children had twice monthly visits with their separated siblings.

Historic Information

Performance on sibling visits has been consistently met over time for both measures, i.e., at least one monthly visit at 80 percent of the children and twice monthly visits at 75 percent.

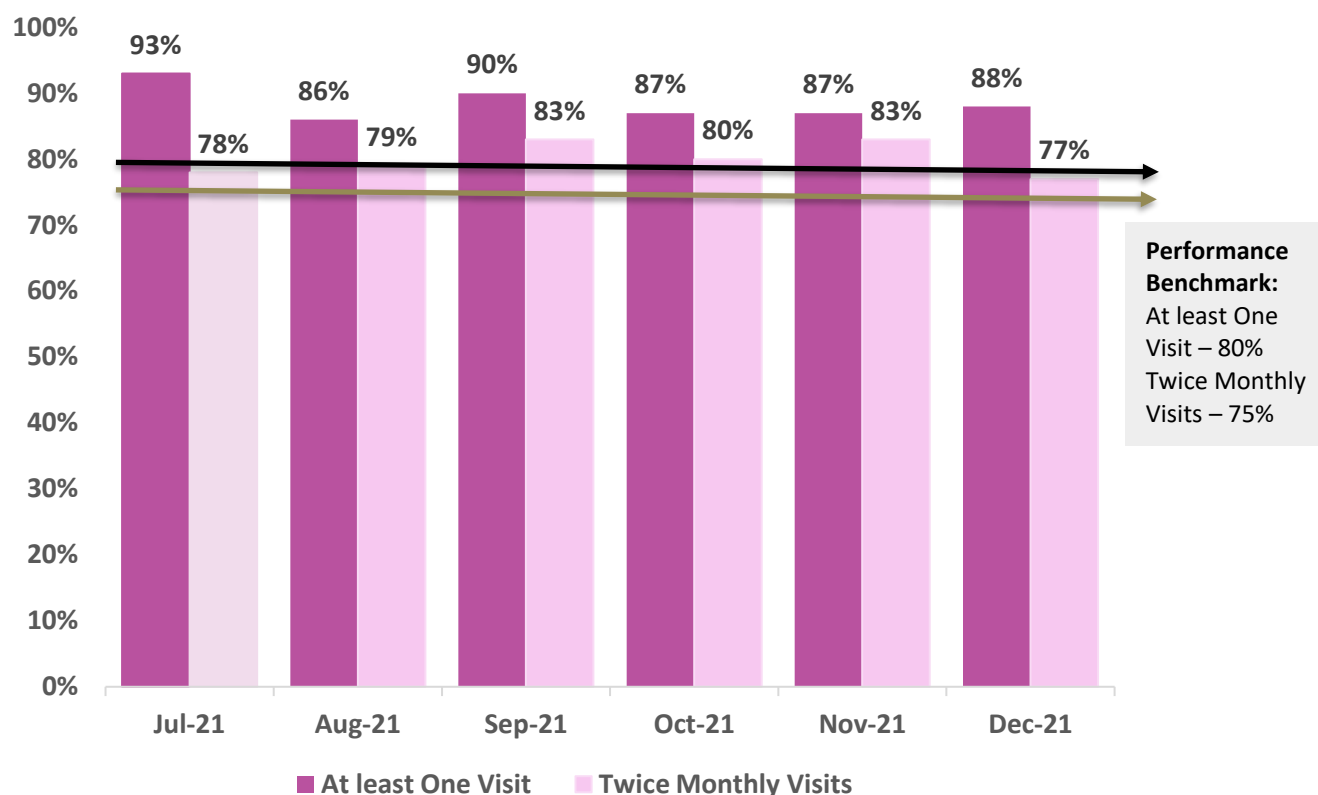
Analysis

CFSA met the requirement for both measures for all six months of the monitoring period (see Figure 37). Successful achievement of this measure involves engagement of resource parents to set up video or in-person get-togethers between separated siblings based on three considerations: (1) the assessment of safety or risk for the siblings' health during the pandemic, (2) the children's ability to see each other through parent-child visits for those with a goal of reunification, and (3) the established relationships between older youth siblings and their ability to see each other independent of the Agency.

⁵⁰ July 2021 = 115 (93 percent), August 2021 = 113 (86 percent), September 2021 = 113 (90 percent), October 2021 = 134 (87 percent), November 2021 = 134 (87 percent), December 2021 = 140 (88 percent).

⁵¹ July 2021 = 97 (78 percent), August 2021 = 103 (79 percent), September 2021 = 104 (83 percent), October 2021 = 123 (80 percent), November 2021 = 128 (83 percent), December 2021 = 123 (77 percent).

Figure 37. Required Number of Visits With Their Siblings From Whom They Are Separated, July – December 2021



Source: *FACES.NET report CMT219*

Conclusion

CFSA considers this measure achieved.

17. Timely Approval of Foster/Adoptive Parents

Measure

70 percent of homes licensed between July and December 2021 will have been approved and interested parties will have been notified within 150 days.

Methodology

To assess performance, CFSA provides manual data to the IVA. CFSA and its contracted private agency partners – including NCCF, LAYC, LSS, and Children’s Choice⁵² – are responsible for supporting new foster parents who are navigating the licensing process. If licensing a foster home takes longer than 150 days due to circumstances outside the District’s control, the foster home is considered to be compliant.

⁵² CFSA’s contracted agencies include the National Center for Children and Families (NCCF) for all children residing in the state of Maryland, Lutheran Social Services (LSS) for children classified as unaccompanied refugee minors, Latin America Youth Center (LAYC) for Spanish-speaking families, and Children’s Choice for children in foster care with intensive needs.

2021 Performance

89 percent (42 of 47) of foster homes licensed received their license within 150 days or met an exception. For 15 of the 42 homes considered compliant during the monitoring period, licensure took longer than 150 days due to circumstances that were beyond the District's control such as delays with getting required documentation from other states (including the health and sanitation inspection and FBI and police clearances), delays in being able to schedule an appointment to receive the medical clearance due to the pandemic, and needing time to remediate concerns identified during the fire inspection. This review period saw CFSA's highest performance since 2015.

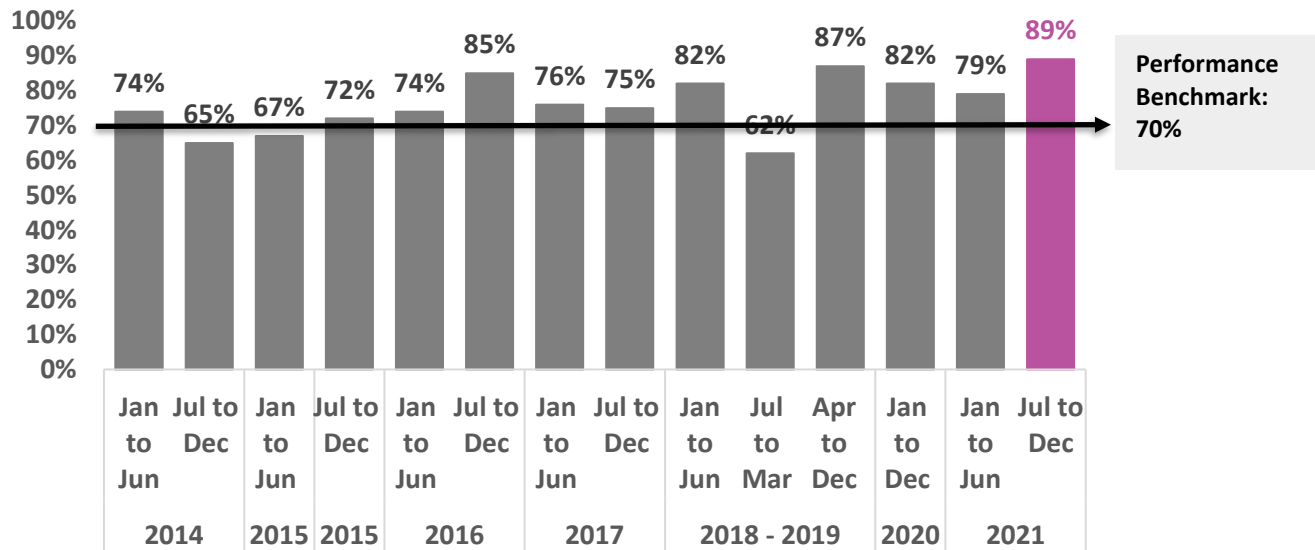
Historical Information

CFSA has consistently maintained performance on this standard from July 2015 to June 2018, and again from April 2019 to December 2021. Performance has only dipped below the 70 percent benchmark (62 percent) once within the last seven years. See Figure 38.

Analysis

CFSA and its partner agencies, LAYC and LSS, are responsible for licensing and monitoring their respective foster homes in the District of Columbia while NCCF is responsible for licensing homes in Maryland. This measure requires that 70 percent of homes be licensed within 150 days of the foster parent beginning training. Figure 38 shows performance on this measure since January 2014.

Figure 38. Timely Approval of Foster/Adoptive Parents



Source: CFSA's Administrative Data, FACES.NET report PRD202

In 2019, CFSA implemented several strategies to improve performance, including the creation of a centralized tracking form to monitor the licensing status of new foster parents. Additional strategies include monthly meetings between CFSA and its partner agencies to discuss performance and barriers to timely licensing, as well as increasing expectations for licensing workers to follow-up with prospective foster parents in a timely fashion to ensure submission of outstanding documents. In

2020, CFSA started discussing performance for this measure at the monthly internal “Finish Line” meetings where administrators share barriers that lie at the intersection of multiple administrations. Discussions address systemic barriers that may impede performance. As of December 31, 2021, each of the above-cited strategies are still in place and have contributed to sustained performance above the 70 percent benchmark.

Conclusion

CFSA considers this measure achieved.

18. Placement array amongst kinship and family foster homes

Measure

85 percent of all placements shall be in a foster home.

Methodology

CFSA analyzes FACES.NET placement data to assess performance and to determine the distribution of children among CFSA’s most family-like settings, i.e., kinship and traditional foster homes.

2021 Performance

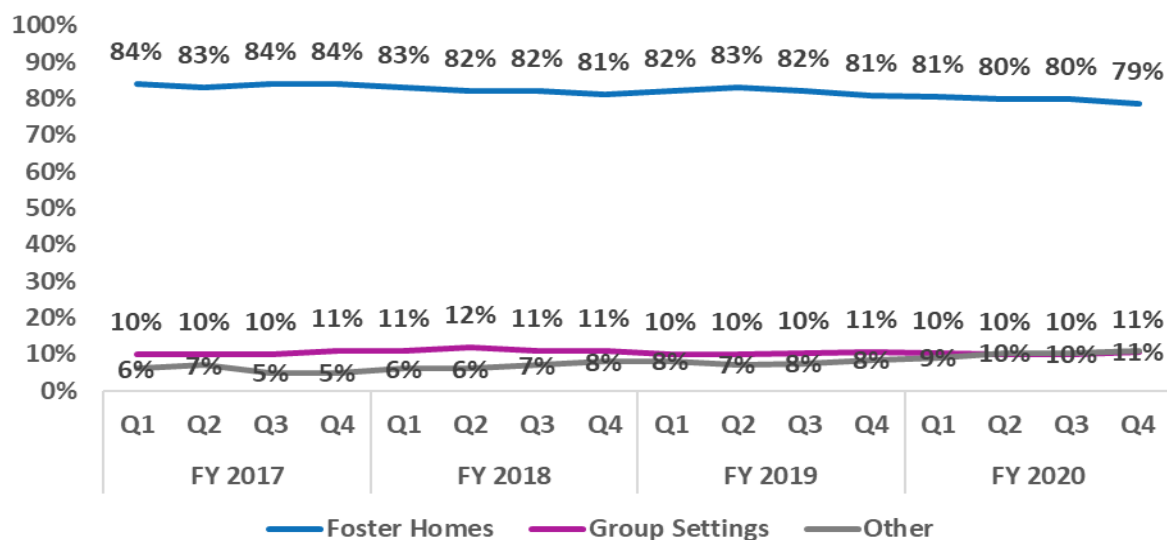
CFSA placed a range of **76 percent to 79 percent** of children in kinship and family foster homes each month during the reporting period.⁵³

Historical Information

CFSA has had a history of nearly meeting this target on an annual basis, i.e., between FY 2017 through FY 2019, CFSA performed within 1 to 4 percentage points of meeting this measure. Since the beginning of FY 2020, the percentage of children placed in family-based settings has been on a slight decline (see Figure 39).

⁵³ July 2021: 78 percent, August 2021: 79 percent, September 2021: 78 percent, October 2021: 78 percent, November 2021: 78 percent, December 2021: 76 percent. Reported data are point-in-time on the last day of the month.

Figure 39. Children in Foster Care by Placement Type, FY 2017 to FY 2020⁵⁴

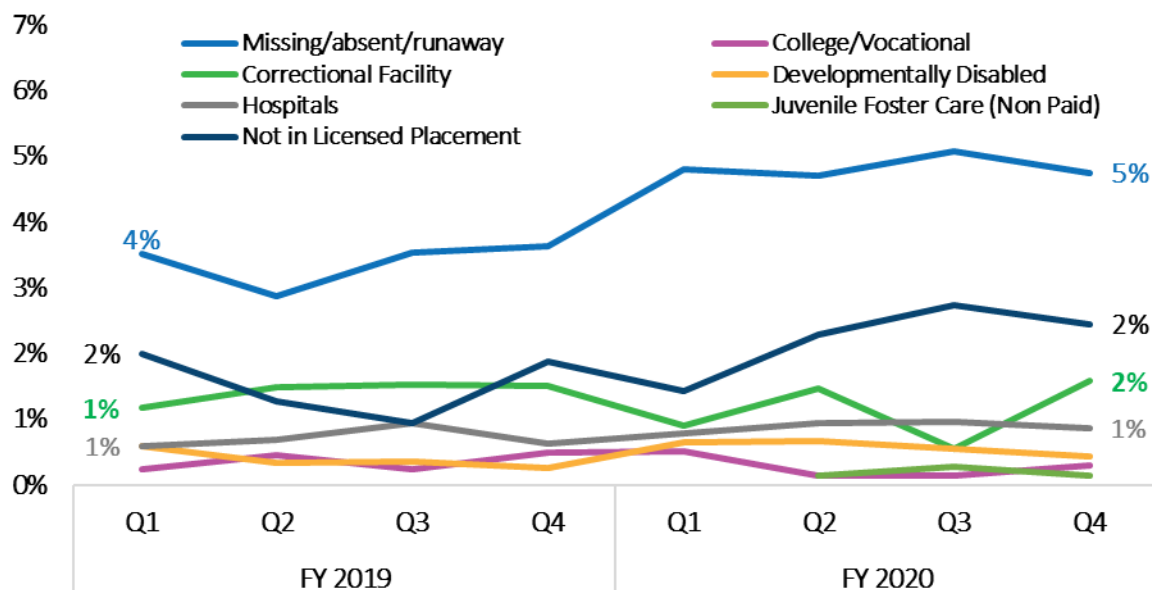


Source: *FACES.NET report CMT366 and PLC010*

CFSA’s primary goal is to place children in family-based settings. However, if a child has clinical needs that are not successfully managed in a family-based setting and one or more family-based placements disrupt, CFSA will rely on clinical determinations to explore alternative placement types including a congregate setting. From FY 2017 to FY 2020, CFSA placed between 10 to 11 percent of its foster care population each month in congregate settings such as group homes, independent living programs, and residential treatment facilities. The remaining seven to 11 percent of the foster care population each month was in the “other” placement category, which includes children classified as missing, absent, or abducted (range of three to five percent each month), college (fewer than one percent each month, since many youth attending college retain their foster care placement in a family-based setting), correctional facilities (range of one to two percent each month), hospitals (consistently one percent each month), and unlicensed placements (range of one to three percent each month). See Figure 40 for the breakdown of “Other” placement types in FY 2019 and FY 2020.

⁵⁴ “Other” placement type includes children in missing, absent, or runaway status, correctional facilities, college/vocational, developmentally disabled, hospitals, juvenile foster care (non-paid), and not in licensed placement.

Figure 40. Breakdown of “Other” Placement Type, FY 2019-FY 2020



Source: *FACES.NET report CMT366 and PLC010*

When children reside in unlicensed placements, CFSA’s goal is to work with the caregivers to become licensed placements for children.⁵⁵ CFSA considers congregate care placements as a last placement option for children, due to research evidence that reinforces the Agency’s values which focus first on family. As a result, the Agency has a stable, low usage trend for placement of children in congregate care settings.

The Kin-First initiative is a primary example of CFSA’s focus on family placement. This initiative emphasizes identification and engagement of relatives during CPS investigations and for in-home cases, including appropriate support for families willing and able to care for children of kin. Within 72 hours of CPS separating a child from the birth parents, CFSA holds a Family Team Meeting to intentionally engage family members and discuss supportive services, as needed, as part of planning with the family for reunification and placement of the child with kin, whenever possible. Since 2020, CFSA has increased efforts to identify kin and supportive adults in open in-home cases. Together with the parents, the social worker creates a “concurrent kin plan” as a safety net and support system that can, if necessary, be prepared to function as a placement resource. The concurrent kin plan involves asking the parents who they would like to care for their children if they are not able to provide caregiving themselves, and then to confirm with the kin family member that they are willing and able to fulfill the caregiving responsibilities.

In addition to the above practice, the CFSA Kinship Unit attends the multi-disciplinary team meetings held on In-Home cases and CPS investigations where there are concerns for a possible separation in

⁵⁵CFSA makes all efforts to place children in licensed placements. However, there are a few situations in which children may reside in an unlicensed placement, e.g., the Family Court may order the Agency to place a child with a relative or lifelong connection who is not currently licensed, or a child may refuse their identified licensed placement and elect to stay with a family member or friend instead.

order to initiate further exploration of the identified kin prior to the child's potential entry into foster care.

CFSA also has a support unit for kinship resource parents as they go through licensure, the CFSA Kinship Unit, that guides resource parents throughout the licensing process to resolve their anxieties and overcome barriers. While the kinship family completes the procedures to obtain a full license, the Agency allows children to reside with the kin as potential resource parents through emergency licensing in DC or Maryland. Finally, the Agency provides virtual resources for kinship resource parents to gain access to various organizations and services that can offer counsel and help as needed.

Further, CFSA's Child Welfare Training Academy offers training for resource parents and encourages their participation with the DC Metropolitan Foster and Adoptive Parents Association (DCMFAPA) and the Foster and Adoptive Parent Advocacy Center (FAPAC). Training, along with DCMFAPA and FAPAC services, increases the possibility for placement stability and permanency for every child.

In the January-June 2021 Four Pillars Public Performance Report, there was extensive analysis about the challenges and barriers that have led to the decrease in children placed in family based foster homes, and specifically kinship homes, since the beginning of FY 2020. In summary, these barriers include the natural turnover of resource homes (especially kinship homes) as children exit to permanency. Some of these homes subsequently close for ongoing foster care services.

Analysis

As of December 31, 2021, CFSA had placed 76 percent (n=460) of the 603 children in foster care in kinship, pre-adoptive, and traditional foster homes. The Agency placed between 76 to 79 percent of the children in foster care in a family-based setting during the July through December 2021 reporting period. The performance ranged on the high end (78 to 79 percent) for the first 4 months of the review period before slightly declining to 76 percent in December 2021. Of the 460 children placed in a family-based setting on December 31, 2021, 307 (67 percent) resided in traditional foster homes.

There were 133 children (29 percent) residing in kinship homes. Additional placement types for the remaining 20 children (4 percent) included pre-adoptive homes and placements outside of the District through the Interstate Compact on the Placement of Children,⁵⁶ i.e., CFSA placed a child with a kinship resource parent or pre-adoptive parent in another state.

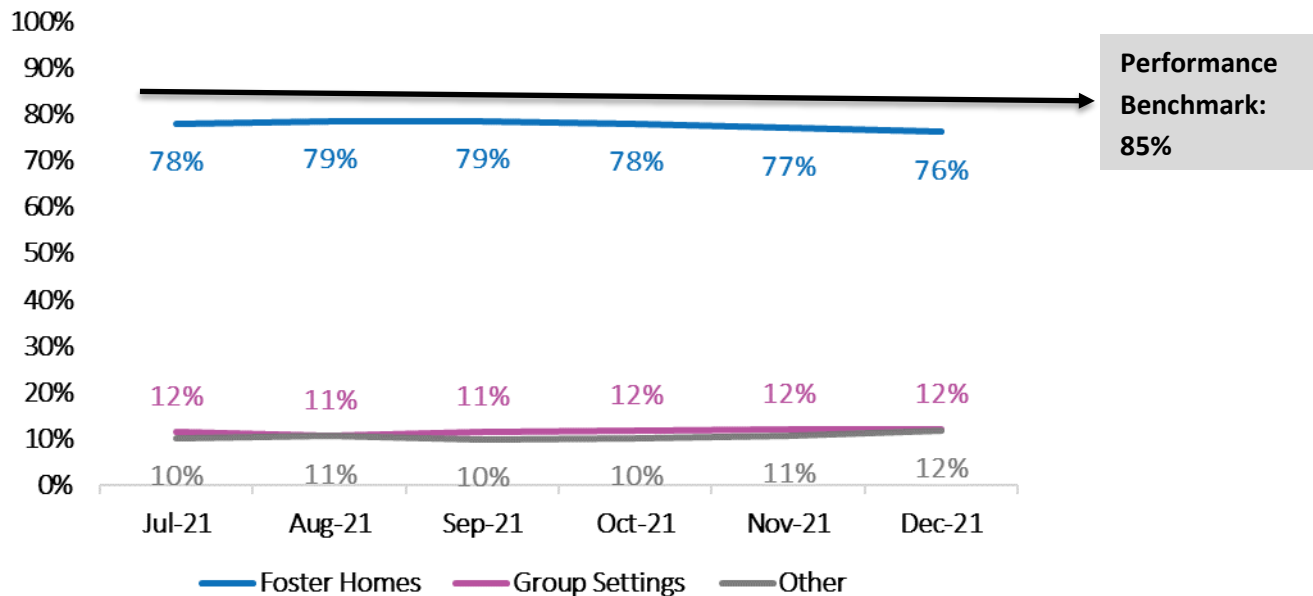
CFSA continues to place most children needing placement in family-like settings based on experience and research showing that family-based homes increase opportunities for children to achieve positive permanence.⁵⁷ The children placed in group settings consistently remained between 11

⁵⁶ The Interstate Compact on the Placement of Children (ICPC) is a uniform federal law that ensures protection and services to children who are placed across state lines, including all 50 member states, the District of Columbia, and the U.S. Virgin Islands.

⁵⁷ <https://www.acf.hhs.gov/cb/policy-guidance/im-21-01>

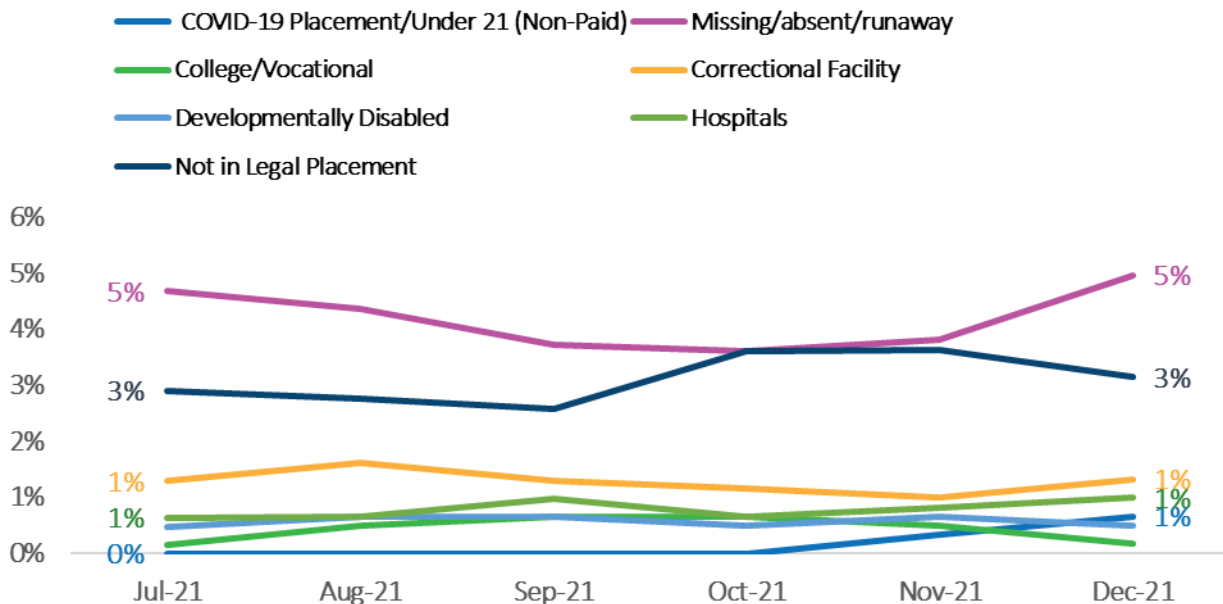
percent to 12 percent of the total child population and was a total of 72 children as of December 31, 2021. During this timeframe, there was a slight increase in the number of children placed in the “other” category (broken down in Figure 41) from 10 percent to 12 percent. As of December 31, 2021, a total of 71 children were in the “other” category.

Figure 41. Children in Foster Care by Placement Type, July-December 2021



Source: *FACES.NET report CMT232*

Figure 42. Breakdown of “Other” Placement Category, July-December 2021



Source: *FACES.NET report CMT232*

Conclusion

CFSA considers this measure **not achieved**.

19. Placement Stability

Measure

Performance measure for reduction of multiple placements for the following three cohorts of children in care:

- a. Of all children served in foster care during the previous 12 months who were in care at least eight days and less than 12 months, **83 percent** shall have had two or fewer placements.
- b. Of all children served in foster care during the previous 12 months who were in care for at least 12 months but less than 24 months, **60 percent** shall have had two or fewer placements.
- c. Of all children served in foster care during the previous 12 months who were in care for at least 24 months, **75 percent** shall have had two or fewer placements in that 12-month period.

Methodology

To assess performance, analysts used data from FACES.NET. The measurement logic excludes the following types of settings as a placement change: respite (if the child returns to their previous provider), hospital stays, children in runaway status, and college.

2021 Performance

- a. The first cohort of children had a monthly range of **77 to 81 percent** between July and December for two or fewer placements.
- b. The second cohort of children had a monthly range of **58 to 63 percent** between July and December for two or fewer placements.
- c. The third cohort of children had a monthly range of **77 to 82 percent** between July and December for two or fewer placements.

Historical Information

The overall goal of this performance metric is to minimize placement moves and ultimately stabilize placements for children in foster care. There are three sub-parts with different required performance levels based on the length of time children are in care, due to the different placement trajectories for children who have been in care for shorter versus longer periods of time. The third sub-part focuses on children in care 24 months or longer and focuses on the child's placement experiences in the past 12 months.

Figure 43. CFSA's Performance by Cohort, January- June 2021

Month	Range
Cohort 1	80 – 83%
Cohort 2	60 – 63%
Cohort 3	81 – 82

Source: *FACES.NET* report PLC234

Analysis

For every month between July and December 2021, CFSA met the benchmark for Cohort 3. CFSA met the benchmark for four out of six months for Cohort 2, but narrowly missed the benchmark by 2 percent in October and December 2021. For Cohort 1 (children in care at least eight days and less than 12 months), CFSA on average remained five percentage points below the benchmark.

Placement stability for children in this first cohort, however, has remained relatively consistent at 77 and 78 percent between July and November 2021. During this period, two private providers, Children's Choice and Children's Guild, opted not to renew their contract which resulted in a loss of 42 beds from CFSA's placement array. As a result of the contracts ending, the Agency had to move most youth placed with those providers to another placement⁵⁸. The Agency published a Request for Proposals to replace the intensive foster care contract in December 2021, and a provider was selected in March of 2022; the District's Office of Contracts and Procurement is working with the selected provider to execute a contract. CFSA is not able to plan with the provider until a contract is in place.

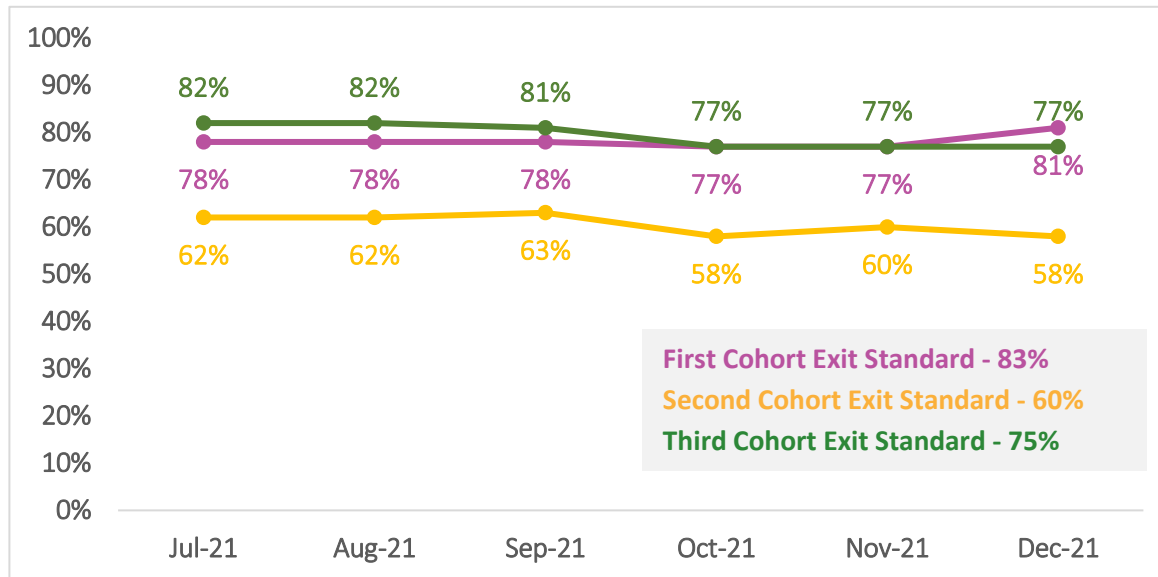
Historically, there has always been a decrease in performance in all three cohorts due to the annual reset of the cohort denominators every October 1. The reporting data capture the number of children who were served in the previous fiscal year, as well as new entries of children throughout the current fiscal year. Historically there has been a decrease in performance every year on October 1 when the population included in the calculation resets (the children who exited foster care in the prior fiscal year are no longer included, and youth who remain in foster care may now be included in a different cohort). This impact is most evident for Cohort 3, i.e., at the end of the FY 2021, the total population of Cohort 3 was 468, then reduced to 298 at the start of FY 2022, although, CFSA continued to meet the performance standard of 75 percent each month this period for Cohort 3.

CFSA's Placement Unit has been closely monitoring children within Cohort 1 to ensure that CFSA and the private providers are supporting both the resource parent and the child, specifically children who are on their second placement. The Placement Unit is also examining whether the Agency is using appropriate stabilization efforts to prevent the possibility of a third move. Since June 2021, the Agency has implemented stabilization meetings within 10 days of placement for all children entering,

⁵⁸ Three resource parents were licensed by NCCF so that the children placed in their home could continue to be placed with them.

or re-entering care. Efforts to identify Kinship placements continue via CFSA's 30 days-to-Kin practice. In addition, CFSA's Needs Assessment and Resource Development Plan this year will be focused on the placement array and placement stability.

Figure 44. Placement Stability for Three Cohorts: Percentage of Children in Care with Two or Fewer Placements, July to December 2021



Source: FACES.NET report PLC234

Conclusion

CFSA considers this measure partially achieved.

20. Placement Disruption

Measure

CFSA shall reduce overall placement disruptions to 35 or fewer disruptions per month.⁵⁹

Methodology

To assess performance, CFSA manually tracks the number of placement disruptions each month, as reported for cases managed by CFSA and private providers. CFSA and private agency program managers detail the reasons that lead to each disruption. CFSA analyzes the manual data to verify that the placement move was a disruption, assess trends, identify needs and resources, and assist in placement stability.

⁵⁹ Placement Disruption –The following reasons for a placement move are considered “placement disruptions”: (1) provider is unwilling or unable to care for child, (2) provider cannot meet the child’s behavioral or medical needs (3) provider’s contract ended and the child moved from their current foster home as a result or (4) the child does not return to the same placement provider after a trial home visit, respite, acute hospitalization, runaway episode, incarceration or attending a post-secondary education/vocational program.

2021 Performance

During the performance period of July 2021 to December 2021, disruptions per month never exceeded 35; the number of monthly disruptions ranged from 18 to 30.⁶⁰

Historical Information

CFSA developed this new measure first to examine placement matching and subsequently improve placement stability. To do so, program managers identify both why placements were unsuccessful and what placements and supports could better match the child's needs at the time of the change in placement to match the child with a resource parent and provide supports to promote placement stability. From January 2021 to June 2021 monthly disruptions ranged from 20 to 34 disruptions.

Analysis

The monthly number of placement disruptions during this period ranged from a high of 30 in July and September 2021 to a low of 18 in December 2021. Disruptions have been experienced by youth whose age range span our entire population birth to – 20 years old but are driven by youth aged 13-17 who account for 48 percent (72 of 150) of the total disruptions. A closer examination further reveals that a small number of unique children account for a significant portion of the total disruptions. Of the 72 total disruptions for this age range, just eleven unique children (all within the ages of 13 to 17), made up 57 percent (41 of 72) of the disruptions experienced. CFSA and the private agency program managers reported that caregiver requests for a change of placement accounted for 32 percent (48 of 150) of the total disruptions for all children. Program managers further determined that verbal and physical aggression in addition to property damage continue to be the leading causes for placement disruptions month over month. There has also been an increase in youth requesting a change of placement due to conflict with caregivers. This information started being tracked in August 2021, and from August to December 2021 this specific disruption reason accounted for 25 percent of the disruptions (30 of 120).

Although placement disruptions have not exceeded the target of 35, CFSA and the private agency program managers continue to examine methods for improving overall placement stability. For example, placement resource development specialists utilize short-term diagnostic and emergency placements to identify the most appropriate long-term placement matching for children. These placements include Sasha Bruce and SOAR (Stabilization, Observation, Assessment, and Respite Care) homes. CFSA is also in collaboration with the Center for States⁶¹ researching what, if any, evaluation tools exist in other jurisdictions that could be implemented to assess resource parent's parental capacity, deficits, and training needs. Additionally, whenever possible, both CFSA and the private agencies incorporate pre-placement visits with potential resource parents before a placement change to ensure the children and caregivers agree that the placement is the best fit.

⁶⁰ July 2021: 30 disruptions, August 2021: 24 disruptions, September 2021: 30 disruptions, October 2021: 26 disruptions, November 2021: 22 disruptions, December 2021: 18 disruptions.

⁶¹ The Center for States helps public child welfare organizations and professionals build the capacity necessary to strengthen, implement, and sustain effective child welfare practice and achieve better outcomes for children, youth, and families.

Figure 45. Placement Disruptions 2020 – 2021



Source: Administrative and Manual data

Conclusion

CFSA considers this measure achieved.

21. Placement in an Emergency Shelter

Measure

No child shall remain in an emergency, short-term or shelter facility or foster home for more than 30 days.

Methodology

To assess performance, CFSA used FACES.NET data to identify which children remained in emergency, short-term or shelter facilities or foster homes for more than 30 days, and whether moving a child before 30 days would or would not be in the child's best interest.

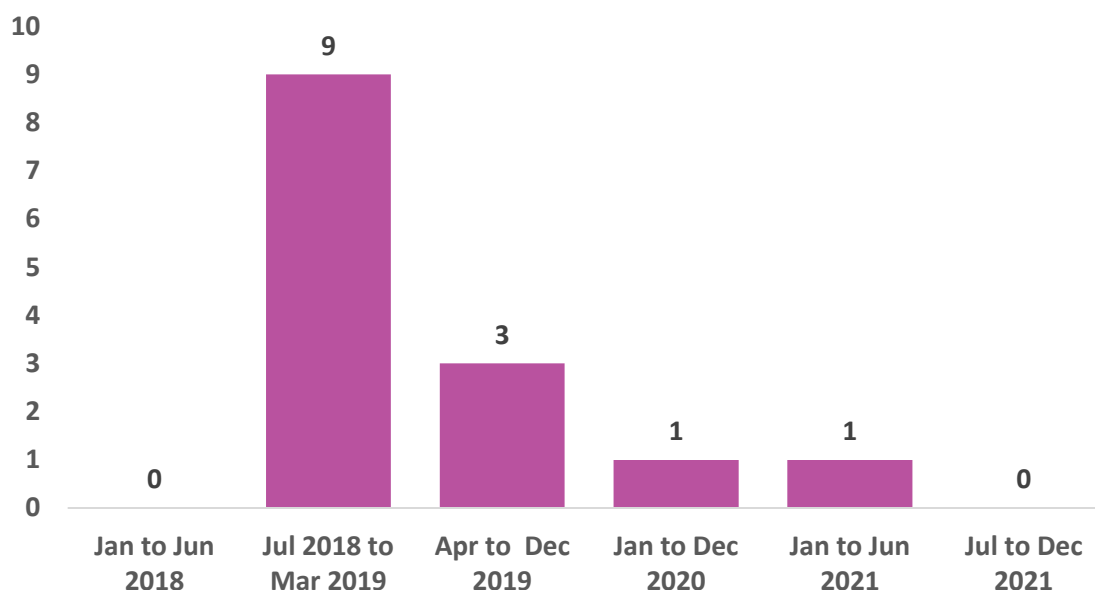
2021 Performance

CFSA achieved performance during the July through December 2021 monitoring period. Between July and December 2021, the Agency did not place any children in an emergency, short-term or shelter facility or foster home for more than 30 days

Historical Information

CFSA's performance on this measure has continued to steadily improve and become consistent. Between July 2018 and March 2019, there were nine children in an emergency shelter beyond 30 days. Since April 2019, the number of children staying in emergency shelters beyond 30 days has decreased for three consecutive performance periods. Since 2020, emergency placements have been stable with only one child placed in an emergency placement beyond 30 days within each calendar year.

Figure 46. Emergency Shelter Stays for more than 30 Days, 2018-2021⁶²



Source: CFSA Administrative and Manual Data

Analysis

CFSA placed no children in an emergency shelter for more than 30 days from July through December 2021. The Kinship and Placement Administration has carefully monitored emergency shelter placements on a frequent basis. CFSA has continued to prioritize partnering with Sasha Bruce Youthwork to comprehensively assess children's needs and facilitate long-term placements immediately after placement in an emergency shelter. There were a total of 34 instances where CFSA placed children in an emergency shelter during this performance period. Of the total 21 unique children, all were older youth (13-17) with an average age of fifteen years old. Of the 21 unique children, fourteen (67 percent) were female. One female teen experienced two non-consecutive stays during the time-period. However, as mentioned previously, no youth stayed beyond 30 days.

Conclusion

CFSA considers this measure achieved.

22. Overnight Stays

Measure

No child shall stay overnight in the CFSA office building.

⁶² Data are shown by the *LaShawn* monitoring timeframes in 2018-2020, and Four Pillars Performance Framework review timeframes for 2021.

Methodology

To assess performance, CFSA notifies the IVA within 24 hours of any instances in which a child remains overnight at the CFSA office building. CFSA notifications include the reason for the overnight stay and details the Agency's efforts to secure appropriate placement.

2021 Performance

Between July and December 2021, eight children experienced 12 overnight stays at CFSA.

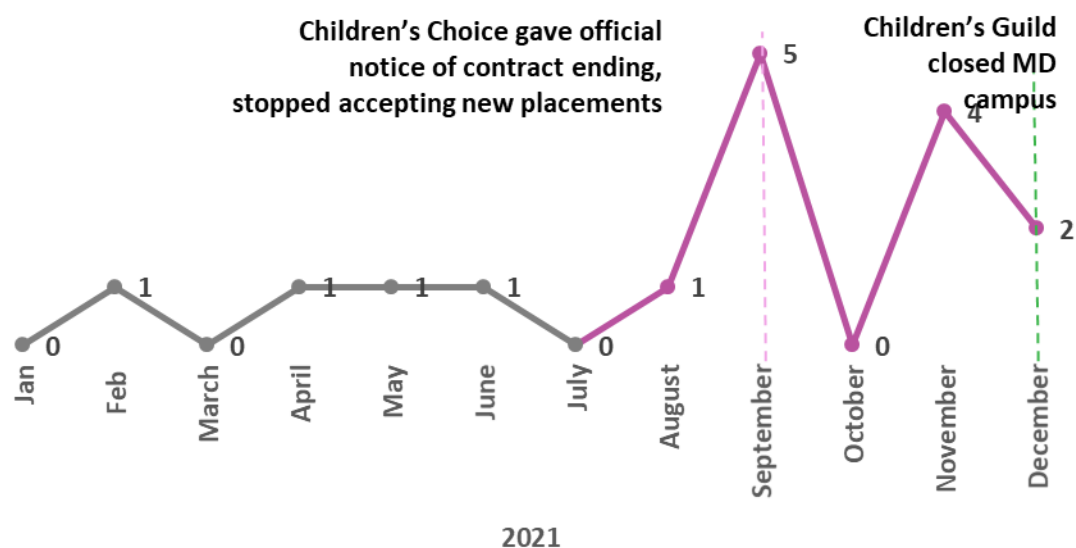
Historical Information

This six-month period concluded with an increase from the January to June 2021 performance when four children stayed overnight during the monitoring period. The current performance remains a significant decrease from the height of overnight stays in 2019 when there were 33 children who experienced a total of 62 overnight stays between April and December 2019. The total number of children who stayed overnight remained stable between 2020 (13 children) to 2021 (12 children).

Analysis

The figure below shows the number of overnight stays experienced by children in foster care each month from January 2021 to December 2021.

Figure 47. Overnight Stays, January-December 2021



Source: CFSA Administrative and Manual Data

Teenagers and youth with intensive needs due to instability, trauma, and with extensive history with the agency, have the least available placement options. Of the eight children who experienced an overnight stay in the CFSA building from July to December 2021, all were teenagers, ages 14-17, and all had extensive history with the Agency. Placements were identified for six of the eight children the day after the overnight stay occurred. The remaining two children spent 2 and 3 nights respectively in the building before CFSA found a placement for the children. During the placement matching process, the previously cited providers, Children's Choice and Children's Guild, would have been placement options.

However, their contracts ended in December 2021. CFSA could not newly place children or youth with either provider after August 2021, when the providers gave notice of not renewing their contracts. The decrease of available and appropriate placement options immediately impacted CFSA's ability to place these youth with intensive needs.

CFSA continues to develop strategies for effective placement options. By September 30, 2021, per the Agency's Addendum to Settlement Agreement⁶³, CFSA had selected four professional resource parents with a capacity of eight beds. All four of the parents were licensed with active contracts by April 15, 2022. Additionally, as of March 2022, CFSA has selected a provider for 40 intensive foster care beds and their contracting process has begun; this will replace the loss of intensive foster care beds created when an agency, Children's Choice, ended their contract. CFSA is also working with a current congregate provider to locate additional space and increase their capacity to serve female youth.

Conclusion

CFSA considers this measure not achieved.

23. Out of Home Safety Assessments

Measure

80 percent of cases will have documentation verifying each child was visited and seen outside the presence of the caretaker and that safety was assessed during each visit.

Methodology

To assess annual performance on Out of Home cases, CFSA uses ratings from two QSR protocol indicators: Child Safety (Child Status) and Planning Interventions: Safety and Protection (System Performance). For this performance measure to be achieved, QSR reviewers must assess, determine, and rate both indicators as acceptable (indicators are rated on scores of 1-6, and scores between 4-6 are rated as acceptable). The QSR Unit and other staff and contracted reviewers review randomly selected Out of Home cases throughout the calendar year.

Reviewers base QSR ratings on interviews with social workers, children and parents, and other key stakeholders (i.e., other household members, teachers, and service providers). To determine whether Agency practice has met or exceeded this measure's 80 percent benchmark, reviewers examine actual social work practice and performance. Reviewers also examine documentation to assess practice.

2021 Performance

QSR reviewers rated 93 percent (74 of 80) of the Out of Home sample cases as acceptable for the Child Safety and the Planning Interventions: Safety and Protection indicator.

⁶³ B. Professional Resource Parents: CFSA will solicit and recruit for four additional professional resource parents with a minimum of four children, up to a capacity of eight children, ages 8-12 who present with significant behavioral and mental health concerns. Children placed in these homes will receive trauma-informed therapeutic supports to stabilize the placement and expedite permanency. CFSA will develop a scope of work by May 1, 2021, and initiate the recruitment process by June 1, 2021, with the goal of selecting the new resource parents by September 1, 2021 and licensing, if needed, to be completed approximately 150 days after selection. This provision replaces Section II.A of the Agreement.

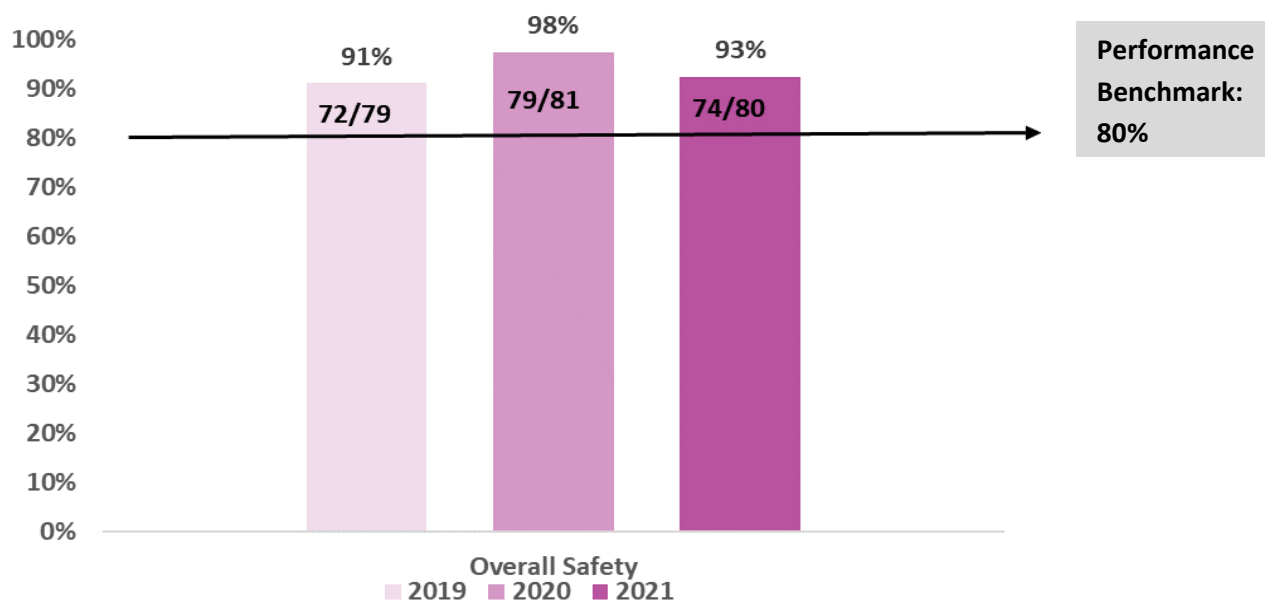
Historic Information

CFSA has exceeded the benchmark of 80 percent from CY 2019 to CY 2021. In CY 2019, the QSR Unit reviewed 79 Out of Home cases, 91 percent (72) of which were rated acceptable for both indicators. In CY 2020, 81 cases were reviewed, 98 percent (79) of which were rated acceptable for both indicators.⁶⁴

Analysis

In CY 2021, overall, Out of Home practice for this measure increased by 2 percent as compared to CY 2019 and declined five percent as compared to CY 2020. The decline in CY 2021 was due to the decline in the status indicators for Safety in the Community and Safety Other. In CY 2020, 98 percent (53 of 54 cases) for Safety in the Community were rated acceptable, and 94 percent were acceptable in CY 2021 (46 of 49 cases). Likewise, in CY 2020 100 percent (19 of 19 cases) were rated acceptable for Safety Other and in CY 2021, 87 percent (13 of 15) cases were acceptable.⁶⁵ For the Child Safety (Child Status) indicator, QSR reviewers rated 93 percent (74 of 80) of the cases as acceptable in CY 2021. The data reveal that CFSA social workers regularly assess for and ensure children's safety on Out of Home cases.

Figure 48. Out of Home Performance on Safety Assessments, CY 2019-CY 2021



Source: compiled data from completed Quality Service Reviews 2019-2021.

Conclusion

CFSA considers this measure achieved.

⁶⁴ For CY 2020, CFSA added one case to the sample of Out of Home cases increasing the total number of cases reviewed from 80 to 81 total cases. This addition was made after the final data set was certified, finalized, and published. Therefore, the data reported herein is different from prior reports.

⁶⁵ When rating Safety in the Community and Safety Other, QSR reviewers only rate applicable cases. Therefore, the total N will be smaller because they are not inclusive of all cases reviewed.

24. Services to Families and Children

Measure

In **80 percent** of cases, tailored services, including all services identified in a child or family's safety plan or case plan, shall be offered along with an offer of instruction or assistance to children and families regarding the use of those services. Performance is based on the Quality Service Review (QSR) indicator, *Implementing Supports and Services*.

Methodology

The QSR protocol measures CFSA's performance on the delivery of appropriate services that promote the goals of safety, permanency, and well-being for families and children. In CY 2019, CFSA changed the methodology for determining performance on this measure. Previously, the Agency combined two QSR indicators to assess performance (*Implementing Supports and Services* and *Pathway to Case Closure*). The methodology now utilizes ratings from one indicator - *Implementing Supports and Services* - focusing on specific supports and services that are put in place for families involved with CFSA or involved with its private agency partners. For the case to receive an overall acceptable rating, the QSR specialists must rate as acceptable the supports and services provided to the child, mother, father, and caregiver (when applicable). The indicator looks at performance across in-home and out-of-home cases. Reviews on out-of-home cases began in July 2021 and are combined with data for in-home cases that were included in the January through June 2021 report.

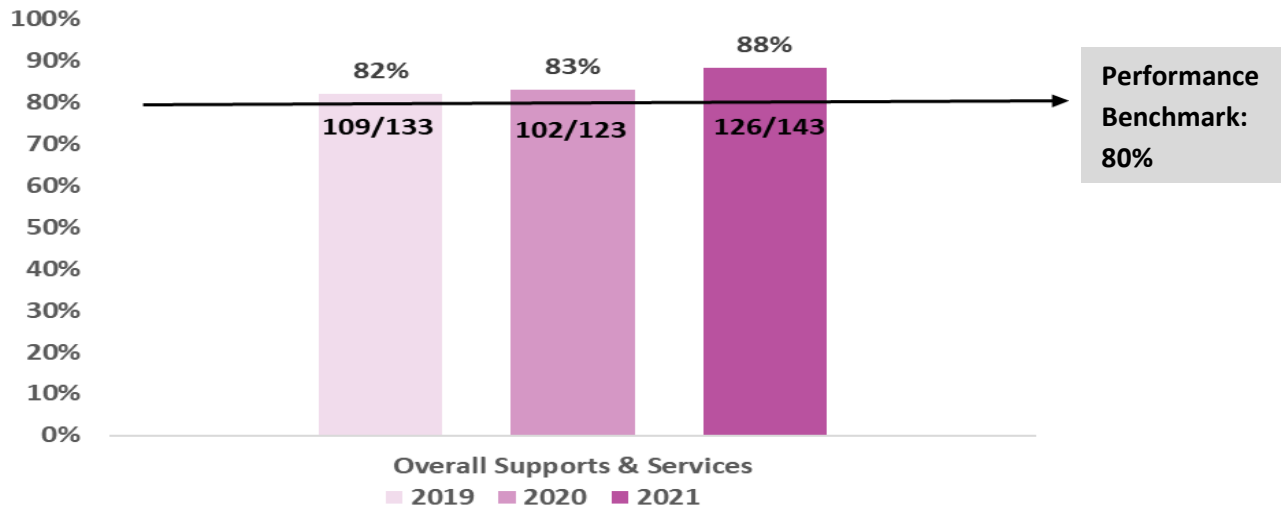
2021 Performance

QSR specialists rated 88 percent (126 out of 143) of the combined sample of in-home and out-of-home cases as acceptable for the indicator, *Implementing Supports and Services*, in CY 2021. The out-of-home cases were newly rated during the July-to-December 2021 review period with a rate of 85 percent (68 of 80) acceptable.

Historic Information

Services to families and children to promote safety, permanency, and well-being continue to be central to CFSA's work. The Agency uses QSR data to assess this performance on a case-by-case basis. By means of qualitative metrics, the QSR Unit determines the appropriateness of the service referrals for meeting an individual family's needs, as well as the family's participation in the service and the service's effectiveness for promoting the achievement of permanency goals and a family's stabilization. CFSA achieved maintenance on this measure for the combined in-home and out-of-home sample of cases by improving performance from 82 percent in CY 2019 to 83 percent in CY 2020 and 88 percent in CY 2021.

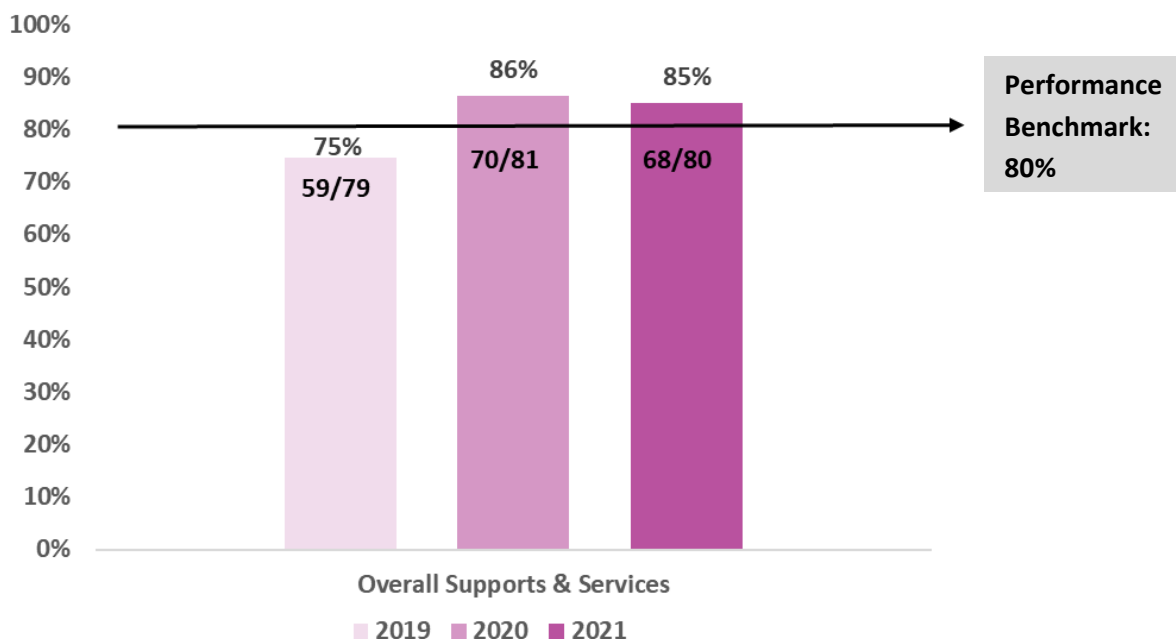
Figure 49. Overall Performance, Implementing Supports and Services, CY 2019-CY 2021



Source: compiled data from completed Quality Service Reviews 2019-2021

Historically, performance has varied between out-of-home and in-home cases. In CY 2020, the QSR Unit reviewed 81 out-of-home cases with an acceptable rating of 86 percent (70 of 81), exceeding the 80 percent benchmark, and increasing the CY 2019 rating of 75 percent (59 of 79) by an 11 percentage-point increase. In CY 2020, the QSR Unit reviewed 42 in-home cases with 76 percent (32 of 42) rated as acceptable, narrowly missing the 80 percent benchmark, but also decreasing by 12 percentage points from CY 2019 that were included in the January through June 2021 report.

Figure 50. Out-of-Home Performance on Supports & Services, CY 2019 – CY 2021

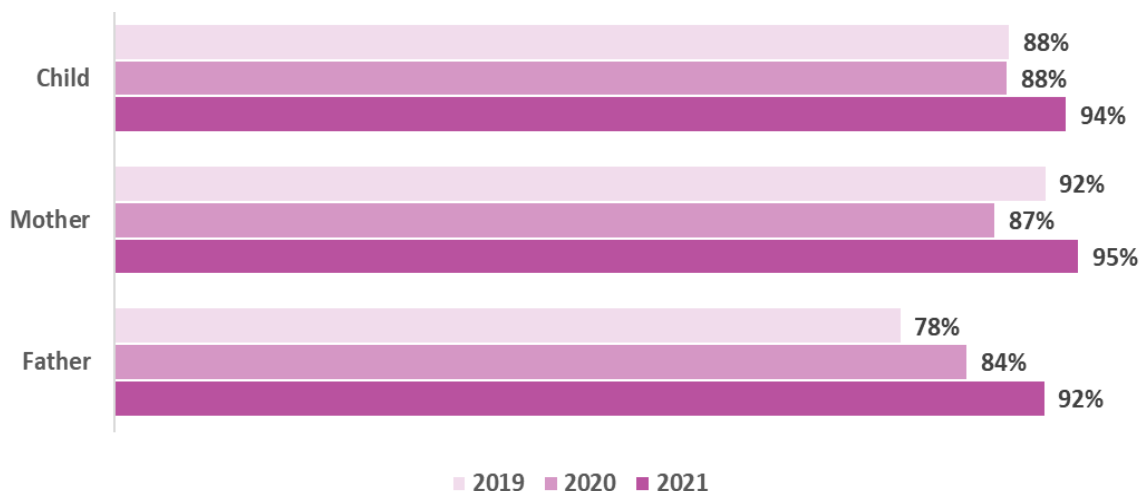


Source: compiled data from completed Quality Service Reviews 2019-2021

Analysis

CFSA achieved the required level of performance for the third calendar year. Specifically, in 2021 overall performance for In-home and Out of Home was 94 percent (121 of 129) for the child, 95 percent (84 of 88) for mothers, and 92 percent (33 of 36) for fathers for cases receiving acceptable ratings on each sub-part of the *Implementing Supports and Services* indicator.

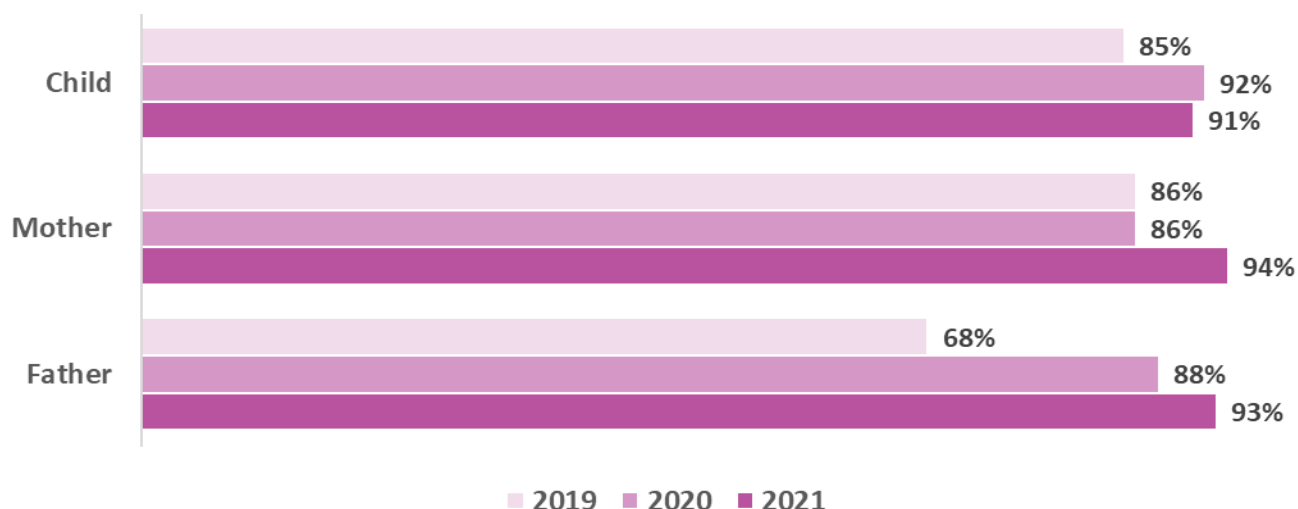
Figure 51. Overall Performance on Supports and Services by Subpart, CY 2019-CY 2021



Source: compiled data from completed Quality Service Reviews 2019-2021

CFSA reviewed in detail the performance for in-home cases in the January-to-June 2021 performance report, see [January-June 2021 Four Pillars Performance Report](#). In CY 2021, the QSR Unit rated 68 of 80 (85 percent) of the out-of-home cases as acceptable on all sub-parts of the *Implementing Supports and Services* indicator. Specifically, in 2021, Out of Home was 91 percent (71 of 78) for the child, 94 percent (31 of 33) for mothers, and 93 percent (13 of 14) for fathers for cases receiving acceptable ratings on each sub-part of the *Implementing Supports and Services* indicator. Overall, performance for this review period is steady and above the 80% benchmark. There is evidence of an excellent array of supports and services that matched intervention strategies identified in the current case plans, substantially helping the children and families to meet their needs and make progress toward planned outcomes.

Figure 52. Out-of-Home Performance on Supports & Services Subpart, CY 2019 - CY2021



Source: compiled data from completed Quality Service Reviews 2019-2021

Conclusion

CFSA considers this measure achieved.

25. Case Planning

Measure

80 percent of cases will achieve an acceptable rating on the Quality Service Reviews (QSR) *Planning Interventions* indicator.

Methodology

The Planning Interventions indicator from the QSR protocol measures CFSA's performance on the appropriateness and quality of case planning. The indicator looks at performance across In-Home and Out-of-Home cases. In CY 2019, CFSA changed the methodology for determining performance for this measure. Previously, the Agency used a combination of performance on two QSR indicators, the *Planning Interventions* indicator and *Pathway to Case Closure* indicator to validate performance. The methodology now utilizes ratings from only the *Planning Interventions* indicator, focusing on the specific planning activities related to advancing the case goals that ultimately drive the family's permanency objectives.⁶⁶

2021 Performance

CFSA achieved the required level of performance for the third year with 94 percent (134 out of 143) of cases with an acceptable rating on all sub-parts of the *Planning Interventions* indicator.⁶⁶

Historical Information

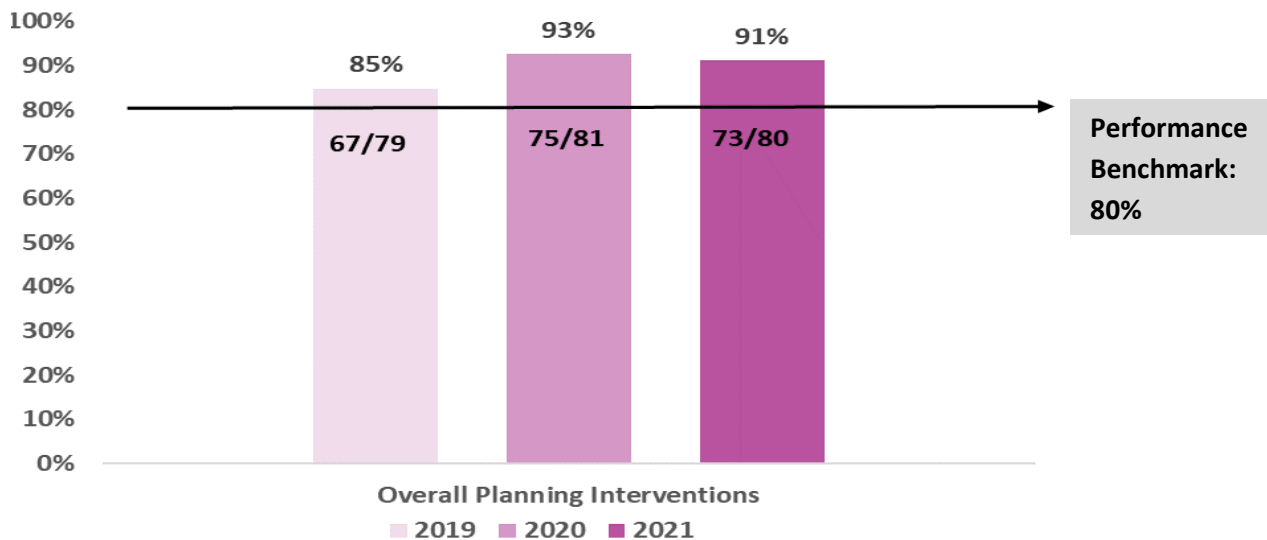
In CY 2021, performance improved for in-home cases with acceptable ratings from 91 percent in CY 2019 and 88 percent in CY 2020 to 97 percent in CY 2021, as shown in the January-June 2021 report.

Performance for out-of-home cases improved by six percentage points from 85 percent in CY 2019 to 91 percent in CY 2021. This increase over the past two years demonstrates that teaming and engagement were effective and birth parents functioned as partners in the case planning process. The Agency

⁶⁶ In order to obtain an overall acceptable Planning rating, the sub-indicator for safety must be acceptable, and a majority of the other rated sub-indicators must have an acceptable rating.

supported and incorporated birth parents' choices regarding case goals and objectives. Effective teaming helped families outline objectives for succeeding in their daily lives after exiting the child welfare system.

Figure 53. Out of Home QSR Performance on Planning Interventions Indicator, CY2019 - CY2021

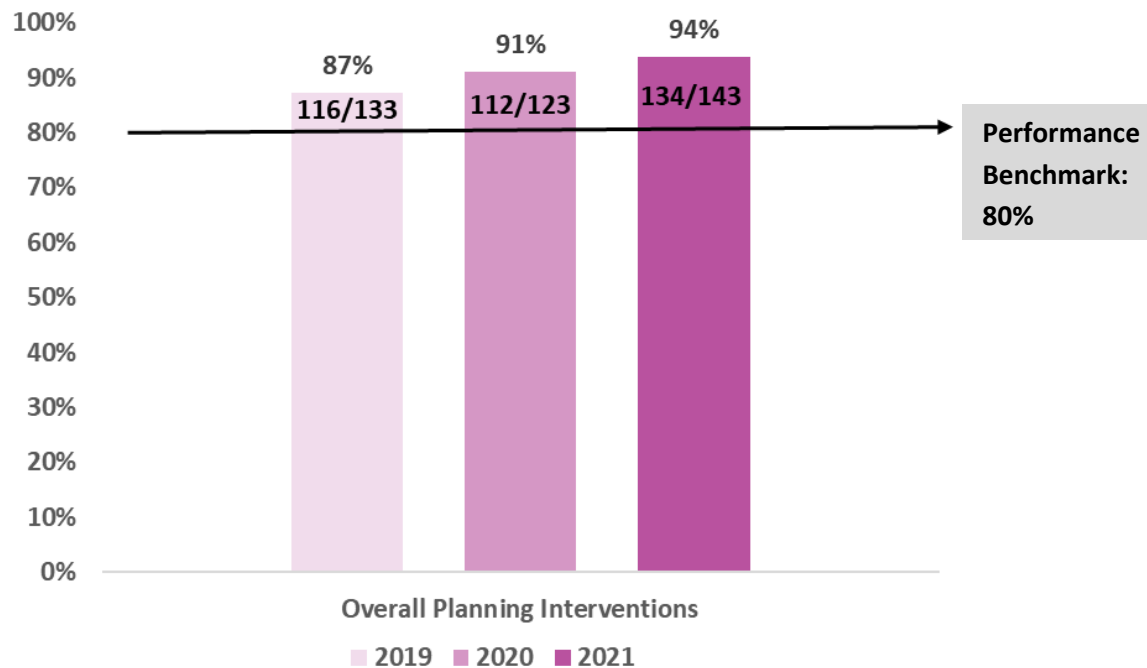


Source: compiled data from completed Quality Service Reviews 2019-2021

Analysis

Timely and effective case planning at the beginning and throughout a child and family's child welfare involvement is crucial for achieving permanency and meeting children's needs for safety and well-being. Effective case planning depends upon successful engagement with the family, concurrent to teaming with formal and informal supports. Case plans should identify specific services, supports, and timetables for providing services needed to achieve identified goals, including permanency outcomes.

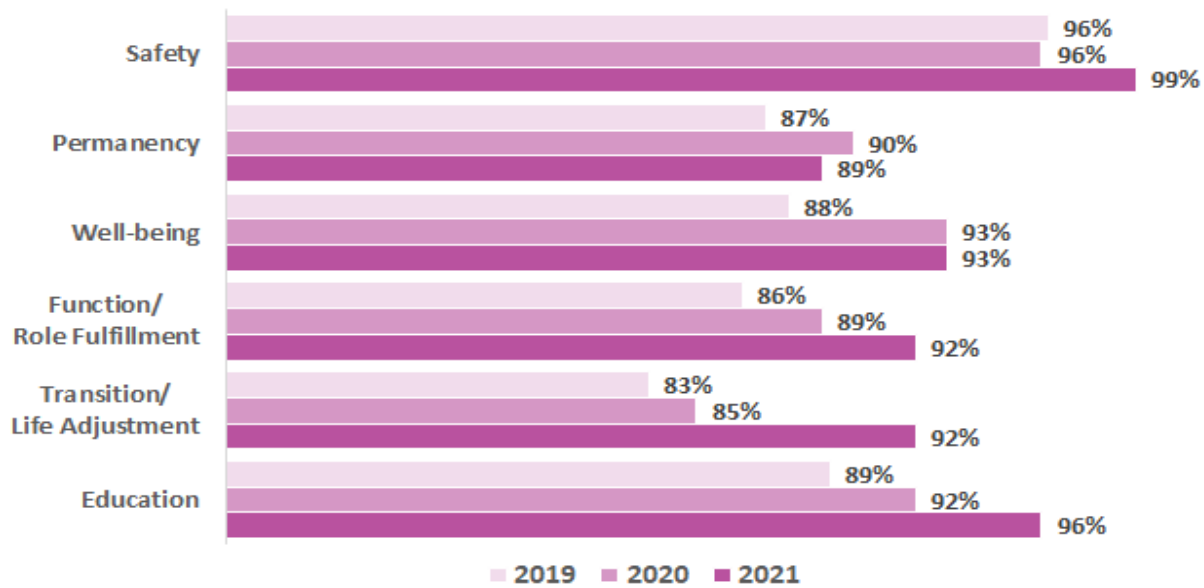
Figure 54. Overall Planning Interventions Performance, CY 2019-CY 2021



Source: compiled data from completed Quality Service Reviews 2019-2021

In CY 2021, CFSA exceeded the required level of performance for the *Planning Interventions* indicator both from out-of-home and in-home case samples. At 94 percent, the overall ratings were 14 percentage points above the 80 percent benchmark with a three percentage-point increase from CY 2020 and a 7-percentage point increase from CY 2019. The individual six subset ratings between CY 2020 and CY 2021 surpassed the 80 percent benchmark with increases for four of the six indicators. Planning for permanency decreased by a nominal 1 percentage point but remained nine percentage points above the benchmark, and planning for well-being remained at 93 percent

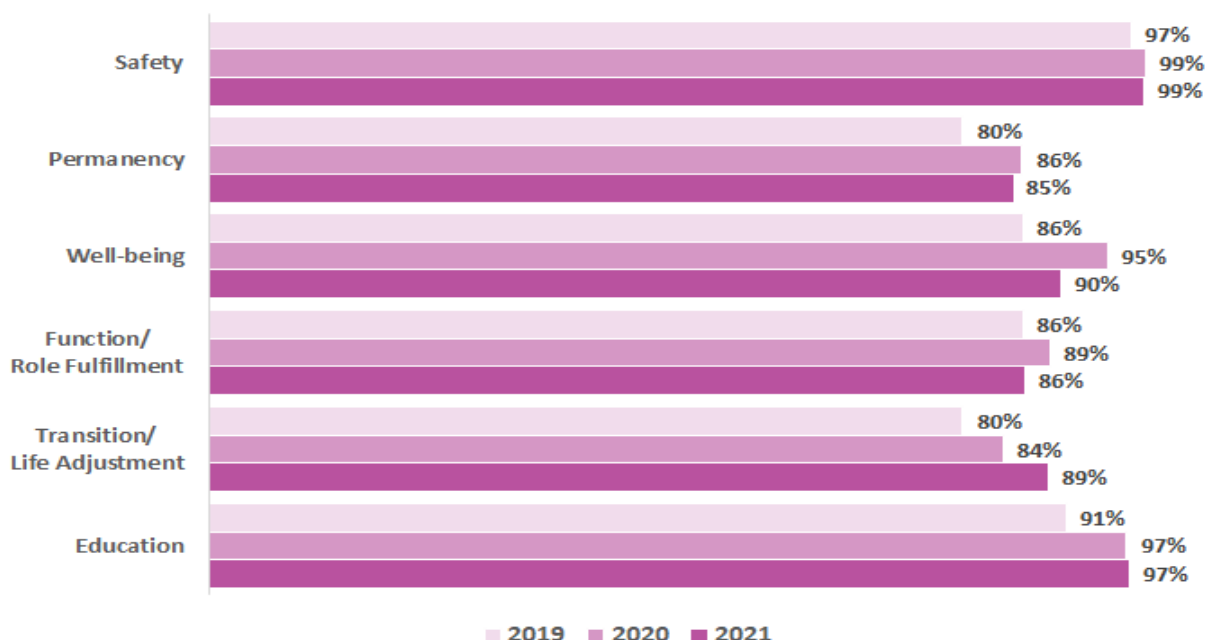
Figure 55. Overall QSR Performance, Planning by Subpart, CY 2019-CY 2021



Source: compiled data from completed Quality Service Reviews 2019-2021

Out-of-home surpassed the 80 percent benchmark by 11 percentage points for the combined six planning intervention subsets. All subsets remained above the benchmark despite nominal decreases for three indicators: *planning for permanency* (1 percentage point), *planning for well-being* (5 percentage points), and *planning for daily functioning* (3 percentage points). *Safety* for both 2020 and 2021 remained stable at 99 percent as did *planning for education* at 97 percent. *Planning for transitions* increased by 5 percentage points.

Figure 56. Out of Home QSR Performance, Planning by Subpart, CY 2019-CY 2021



Source: compiled data from completed Quality Service Reviews 2019-2021

The CY 2021 QSR findings on in-home and out-of-home cases revealed that strategies are meeting targeted needs to achieve safety, permanence, and well-being for children. Families are receiving the appropriate services and support to enhance their ability to address their identified needs. With parents being at the forefront of the decision-making process, case planning improves parental capacity to provide appropriate care and supervision of their children and to maintain stability of their homes.

QSR findings also revealed the strong partnership established between the QSR team, both the In-Home and Out-of-Home Administrations, and the private agencies. Their collaboration has promoted quality practice through ongoing continuous quality improvement (CQI). This partnership has also provided opportunities to carefully track and monitor program strategies for effectiveness. The consistent performance improvement over the past 3 years is largely due to the deliberate emphasis on CQI and the QSR teaming process. For example, one area of primary practice and CQI focus for the Agency has been the assessment of birth fathers. In 2018 this indicator was rated at 54 percent (38 out of 70) of cases rated acceptable, significantly below the 80 percent margin. Through targeted strategies developed using information gathered from the QSR results and the QSR team attending unit meetings to monitor progress, there was a 25 percentage-point improvement in 2019 to increase performance to 68 percent (50 out of 74) of cases rated acceptable. The QSR team continued to partner with each administration through ongoing discussion at case presentations to identify what was working well in practice and to develop strategies for social workers to have a more comprehensive assessment of fathers. The QSR team continues to attend unit meetings, as well as

participate in the monthly Permanency Goal Review Meeting (PGRM) and the Multi-Administration Clinical Staffing (MACS) to monitor progress and address any barriers.

Conclusion

CFSA considers this measure achieved.



WELL-BEING

The tenet for this pillar is that every child has a right to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement. Children should leave foster care better than when they entered.

For the July-December reporting period, there are four Well-Being Performance Standards related to children's health care and meeting developmental milestones:

- Children in foster care receive a full medical evaluation within 30 or 60 days of entering care.
- Children in foster care receive a full dental evaluation within 60 days of entering care.
- Youth in foster care get an appropriate education and meet expected milestones; youth graduate from high school.
- Youth in foster care pursue activities that support their positive transition to adulthood; youth have employment or internship experience.

The programs and services included in the Well-Being pillar are primarily supported through CFSA's Office of Well Being (OWB). OWB provides clinical supports and a service array that aligns with the health, wellness, educational, and other needs of children and families involved in the District's child welfare system. OWB is largely responsible for activities that support the physical, emotional, developmental, and behavioral health of children in foster care. Under the purview of OWB, the Healthy Horizons Assessment Center (HHAC) provides medical screenings, comprehensive medical exams, assessments, and referrals for the health of children and youth in foster care.

As noted by CSSP in prior monitoring reports, “CFSA and its private agency partners are responsible for ensuring that children in care have their health and dental needs met, including regular, comprehensive evaluations. These screenings and assessments are important to identify health conditions that require prompt medical attention, chronic medical needs, and developmental or behavioral health concerns. To support the child’s health, information about a child’s health needs and status must be shared immediately with the child’s foster parent or caregiver, social worker, and other service providers, so that a treatment plan can be developed.” During this reporting period, there have been delays that have impacted the 30-day or 60-day timeframes due to extended wait times for appointments and limited availability with dental providers, and children, youth, and families needing to quarantine due to the pandemic.

In addition to the efforts discussed above, the LaShawn Settlement Agreement required CFSA to take specific actions in 2020 and 2021 to ensure accessibility for clinical and therapeutic services, please see Figure 57 below for more information and status as of December 31, 2021.

During the current monitoring period, CFSA achieved the required level of performance for comprehensive medical exams for children entering foster care, and for employment or internship experiences. However, the Agency did not achieve the required level of performance for comprehensive dental exams or graduation from high school.

Figure 57. Ongoing Commitments

Commitment	Status as of December 31, 2021
<p>Commitment A.</p> <p>Maintain a minimum of four in-house behavioral health therapists, a behavioral health clinical supervisor, and a psychiatric nurse practitioner.</p>	<ul style="list-style-type: none"> ▪ CFSA maintained the required staffing for the in-house mental health unit during this time frame. ▪ There were 118 children that were in the population referred for mental health services. The majority of these children, 96% or 113 children, were initial entries or re-entries into foster care, 3 were children currently in foster care referred for mental health services, and 2 were referrals for mental health services from the in-home populations. ▪ Of the 118 total children, 77 were ineligible for in-house mental health services primarily due to the following reasons: 69 percent (n=53) were 5 and under, 22 percent were already connected to services (n=17) prior to removal. An additional five percent (n=4) children were reunified with their parents shortly after the separation, three percent (n=2) were not evaluated due to their diagnosis of autism or medically fragile, and one percent (n=1) were never removed. There were 41 children eligible for evaluation. ▪ Of the 41 eligible children, 71 percent⁶⁷ (n=29) received a mental health evaluation within 45 days of entry into foster care which is in alignment with the Office of Well Beings program goal. ▪ Of the 39 children evaluated, 83 percent (n=24) were recommended for therapy. ▪ Fifteen of the 24 children (63 percent) recommended for therapy received therapy services through CFSA's in-house therapy unit. Of these fifteen children, 80 percent (n=12) had services initiated within 30 days, and the remaining 20 percent (n=3) had services initiated within 60 days. Of the nine youth who did not start services with CFSA's in-house therapy unit, five youth had just received the recommendation for therapy at the end of the calendar

⁶⁷ Of the 12 children who did not receive an evaluation, 4 children have a pending mental health evaluation, 4 children were connected to a CSA instead of being assessed for therapy with CFSA's in-house therapy unit, and one youth refused to complete the mental health evaluation. The remaining three children were case managed by a contract agency and were not responsive to efforts to schedule the evaluation or confirm connection to another provider.

Commitment	Status as of December 31, 2021
	<p>year, and two youth were referred to a core service agency (CSA) after the evaluation for ongoing mental health services.⁶⁸ Two youth refused to participate, and therefore did not receive mental health services. Therapy recommendation was pending for the remaining three youth.⁶⁹</p>
<p>Commitment B.</p> <p>Maintain a contract (or if determined necessary, enter into additional contracts) with a core service agency (or a mental health provider capable of offering the same array and level of services) to provide support and specialized therapeutic and crisis stabilization services to children in foster care aged 5 and over and their families who need ongoing behavioral health support through various therapeutic modalities. The contract will provide for the ability to serve 150 children and families each year.</p>	<ul style="list-style-type: none"> ■ CFSA maintained the contract with the CSA, MBI Health Services LLC (MBI), for longer-term mental health services. There were three youth who were referred for longer-term mental health services through MBI. Of these youth, 2 were older youth (age 13-17); and one youth was between 6-12 years old. One youth is receiving weekly counseling, one youth is receiving services from a community support worker (the youth had previously completed multisystemic therapy), and the intake was not completed for the third youth.

⁶⁸ Youth may be referred to a CSA instead of CFSA's in house therapy unit for one of the following reasons: there is a need for community-based intervention (CBI) or a community support worker (CSW) which is not provided by the CFSA in-house therapy unit, or youth will need psychotropic medication for an extended period of time. In these instances, there can be better coordination of mental health services through receipt of services from a CSA.

⁶⁹ In addition to in-house therapy, the OWB mental health team provides consultations for social workers on the best way to approach interventions with families. Social workers often consult with therapists to ascertain guidance on approaching topics and conversations with their clients, but that often does not require ongoing therapy. Therapists are also available for crisis intervention and support for immediate needs, which may lead to a more focused therapeutic session with the youth. In-house therapists will also provide crisis intervention support when needed for youth experiencing difficulties in their placements. The OWB team will be examining ways to capture these types of data that is beyond therapy.

26. Comprehensive Medical Evaluations

Measure

85 percent of children in foster care shall receive a full medical evaluation within 30 days of placement; **95 percent** of children in foster care shall receive a full medical evaluation within 60 days of placement.

Methodology

To assess performance, CFSA analysts used FACES.NET management reports for tracking data compliance with this measure.

2021 Performance

There was a monthly range of 85 to 96 percent for children receiving a full medical evaluation within 30 days of entering care; there was a monthly range of 88 to 100 percent of children receiving a full medical evaluation within 60 days of entering care.

Historic Information

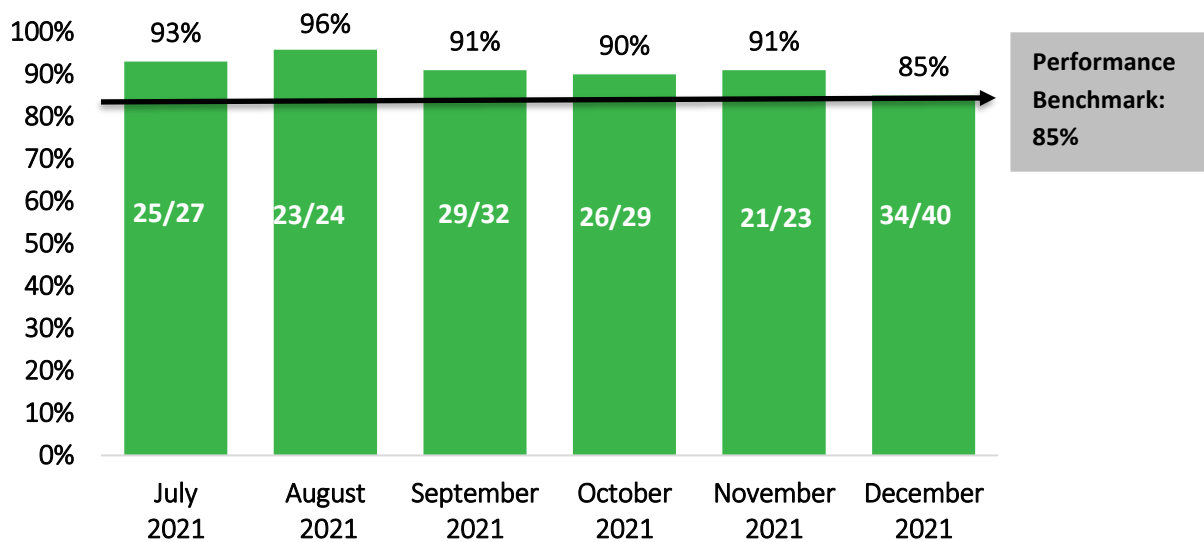
CFSA and its private partners are responsible for promoting, supporting, and planning for the overall well-being of children in foster care, including their receipt of appropriate and routine medical care. CFSA's Office of Well-Being, which includes the Healthy Horizons Assessment Center (HHAC), is largely responsible for activities that support the physical, emotional, developmental, and behavioral health of children in foster care. Due to CFSA regularly meeting this measure, the measure was not part of the *LaShawn* Exit and Sustainability Plan¹ (ESP) and was not reported on during the ESP. During the last monitoring period from January to June 2021, CFSA achieved 80 to 97 percent within 30 days of placement (meeting the required performance for four out of six months) and between 90 to 97 percent for evaluations completed within 60 days of placement (meeting the required level five out of six months). This measure was added back into the Four Pillars Performance Framework to ensure that CFSA is holistically reporting on children's health evaluations upon their entry into care. CFSA considered the months in which the measure was narrowly missed to be insignificant deviations and therefore this measure was achieved during the last monitoring period.

Analysis

Within the six-month period for which staff reported data for children receiving medical evaluations within 30 days of placement, CFSA met the required performance for all six months; CFSA met the required performance for four out of the six months for children receiving medical evaluations within 60 days of placement. CFSA identified several barriers when the benchmark was not met within two months for the 60-day benchmark. One child in October had a medical evaluation but it was entered under the wrong client ID; one child was hospitalized and their medical was erroneously entered in FACES as an initial placement screening instead of a comprehensive medical evaluation; and four children had medical evaluations completed within 60 days, but the report did not capture them as compliant. The benchmark was impacted by data entry error and a logic error identified in the monthly management report. CFSA analysts and program staff are currently partnering with the Child Information System Administration (CISA) to develop more efficient tracking methods for these

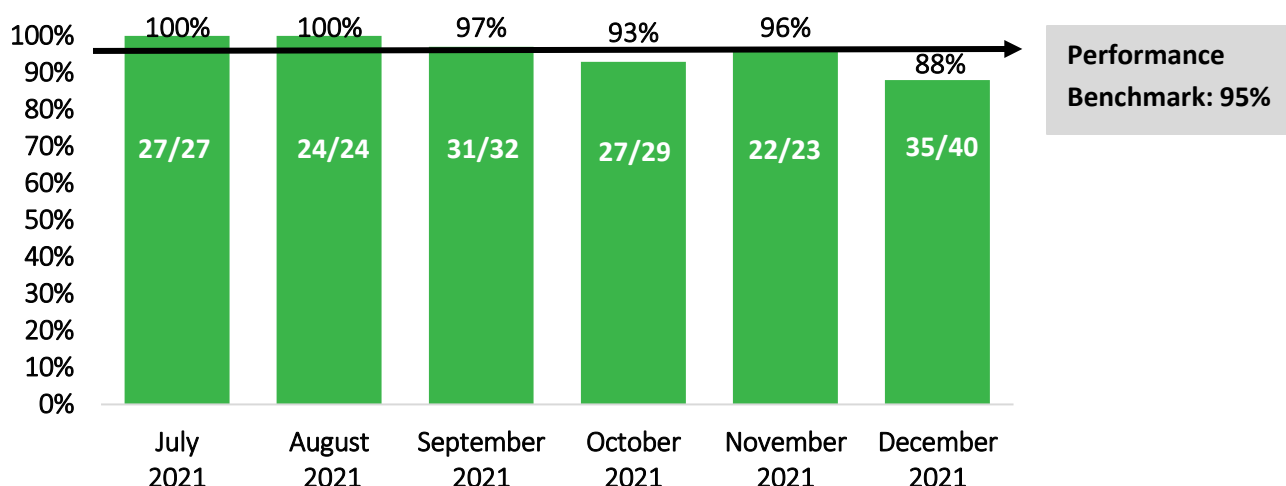
data moving forward. The Agency intends to monitor the number of children who may have had additional time to meet the benchmark but where management reports consider them non-compliant due to the logic error in the monthly management report. CFSA expects all children to receive a comprehensive medical evaluation when they enter care and a screening when they change placements. CFSA's HHAC is the onsite resource that allows for medical evaluations and screenings to be scheduled as needed and walk in appointments are available with minimal wait times. Medical appointments are easy to schedule within the 30- and 60-day benchmark timeframes given the accessibility of this resource. CFSA staff works diligently with families to assist with rescheduling missed appointments, providing transportation when necessary to facilitate appointments, and coordinating any additional follow-up appointments to complete a timely medical examination when necessary.

Figure 58. Percentage of Children in Care with Full Medical Evaluation at 30-Days



Source: *FACES.net* report HTH005

Figure 59. Percentage of Children in Care with Full Medical Evaluation at 60-Days



Source: *FACES.net report HTH005*

Conclusion

CFSA considers the months in which the measure was narrowly missed to be insignificant variations (due to the small population of 40 applicable children that month, and therefore each child represents 2.5 percentage points) and therefore this measure is achieved.

27. Comprehensive Dental Evaluations

Measure

75 percent of children in foster care shall receive a full dental evaluation within 60 days of placement.

Methodology

To assess performance, CFSA analysts used FACES.NET management reports for tracking data compliance with this measure.

2021 Performance

There was a monthly range of 40 to 64 percent for children receiving a full dental evaluation within 60 days of entering care.

Historic Information

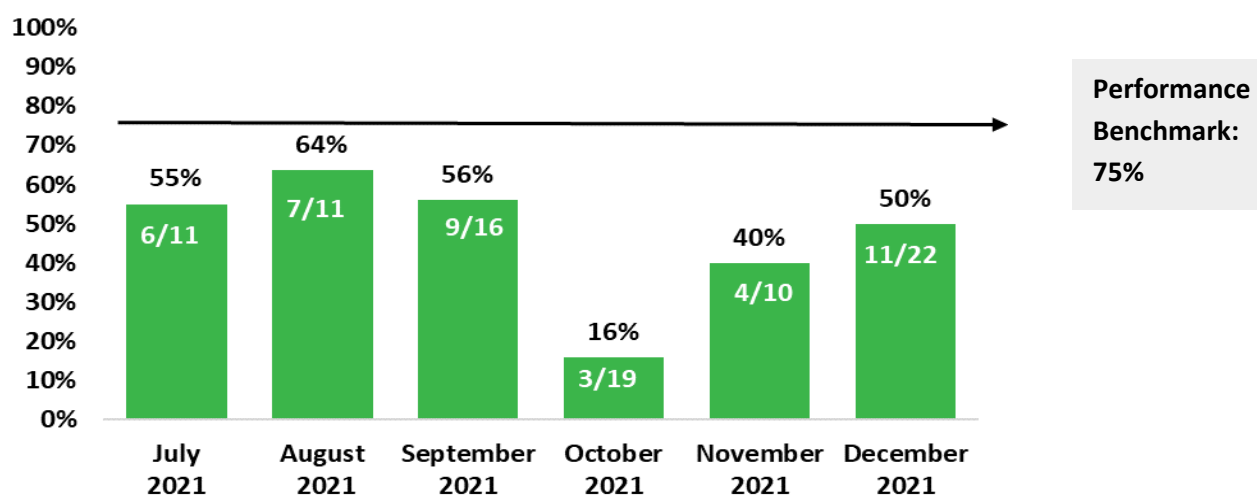
CFSA and its private partners are responsible for promoting, supporting, and planning for the overall well-being of children in foster care, including their receipt of appropriate and routine dental care. The benchmark for this measure changed from the *LaShawn* Exit and Sustainability Plan (ESP) to the Settlement Agreement reached between the parties. As part of the former Implementation and Exit Plan (IEP) and the ESP, the three benchmarks for assessing performance for this measure was 25 percent of children shall receive a full dental evaluation within 30 days of placement, 50 percent of children shall receive a full dental evaluation within 60 days, and 85 percent of children shall receive a full dental evaluation within 90 days of placement. Upon the implementation of the Four Pillars Performance Framework in 2021, this measure was revised to include only the percentage of children with a dental evaluation within 60 days. The benchmark was also raised from 50 percent to 75 percent.

During the last monitoring period from January to June 2021, CFSA had a monthly range of 33 to 82 percent for children receiving a full dental evaluation within 60 days of entering care. CFSA considered this measure not achieved and noted the residual effects of the pandemic which continued to create challenges related to availability of appointments and providers.

Analysis

During the current monitoring period, a monthly range of 40 to 64 percent of children received a full dental evaluation within 60 days of entering care (see Figure 60).

Figure 60. Percentage of Children in Care with Full Dental Evaluation at 60-Days, July – December 2021



Source: *FACES.net* report HTH005

CFSA did not meet the required performance during the six months the data were reported for dental evaluations occurring within 60 days of a child's placement. CFSA identified several barriers to achieving this benchmark. All children and youth in care have DC Medicaid and DC Medicaid requires six months between dental cleanings/checkups which limits the agency's flexibility in meeting this measure. Significant work goes into determining if the child or youth had a dental provider and appointment prior to entering care and collecting those dental records. There were at least four youth with significant developmental delays who required specialist dentists at Children's National Medical Center and there is an extensive wait list for appointments. The residual effects of the pandemic also impacted extended wait times for appointments and limited availability for dental providers.

Subsequently, missed appointments could not be rescheduled within the 60-day timeframe of the child's placement. Another challenge to meeting this benchmark has been competition with the public for securing dental appointments. First available appointments with dental care providers may fall outside the 60-day timeframe. CFSA also recognized challenges with documentation and timely data entry issues of completed dental appointments. Moreover, CFSA identified issues with Medicaid where delays in transferring children's private or state-to-state insurance impacted timely service provision. Other circumstantial issues that created barriers to achieving this benchmark included, for example,

hospitalization of a child, or youth in abscondence during the timeframe the dental evaluation was to be completed.

The sample of children in this population is small, which significantly impacts the monthly performance numbers (low of 40% to high of 64%). CFSA analysts and program staff are currently partnering with CISA to develop more efficient tracking methods for these data moving forward. The Agency intends also to account for those children who may have had additional time to meet the benchmark but whom management reports consider non-compliant due to a logic error in the monthly management report.⁷⁰ CFSA currently monitors this data monthly and intends to continue closely tracking barriers for children who haven't had their dental evaluations. CFSA's Health Services Administration sends bi-weekly out-of-compliance notifications to program areas with outstanding or undocumented data on completed medical and dental evaluations.

Conclusion

CFSA considers this measure not achieved.

28. Graduation from High School

Measure

70 percent of 12th graders in care shall graduate from high school.

Methodology

To assess performance, CFSA utilizes manual data retained by the Office of Youth Empowerment (OYE). This measure utilizes all graduates as the numerator and all 12th graders as the denominator. This population is defined as all youth who started the 12th grade at the beginning of the school year. For this report, all youth who started 12th grade in August 2020 and who graduated by September 2021 are included in the measure. This timeframe gives the youth the opportunity to complete summer school and credit recovery programming if needed. Youth who enter and exit the foster care system are counted in this measure as well. Youth who pass the general education degree (GED) exam are added into both the numerator and denominator; these youth may be in the 12th grade at the beginning of the school year or may qualify to take the GED exam through completion of GED prep courses. CFSA analysts reviewed the OYE data to determine each youth's enrollment and graduation status for the full school year.

2021 Performance

68 percent of 62 12th graders (n=25) graduated high school in 2021.

⁷⁰ Managements reports pulled on the 15th of the month contain the final data for the prior month. For children who are nearing the 60-day mark and who came into care between the 15th and final day of the month, the logic error results in them immediately dropping out of the applicable population when they have been in care for 60 days, even if during the prior month they had not received their dental yet but had not yet been in care for the full 60 days.

Historical Information

CFSA last met this benchmark in 2019 (73 percent). In FY 2020, CFSA's performance fell to 69 percent. An array of services are offered for foster care youth through the Office of Well-Being (OWB) and OYE. While OWB alone provides tutoring, transportation, and mentoring services, both OWB and OYE assign specialists to support youth during their academic career. Specialists engage a youth's team to ensure delivery of academic services, supports, and interventions where needed.

CFSA has also negotiated agreements with DC's Office of the State Superintendent and Maryland's Prince George's County Public Schools (PGCPS) to access the standardized test scores of all District foster youth required to take standardized tests while attending DC Public Schools (DCPS), Public Charter Schools (DCPCS) and PGCPS. The scores provide an indicator of each participating child's reading and math proficiency levels. CFSA reports details on this information during the Agency's DC Council FY 2021 – FY 2022 Performance Oversight Hearing responses.⁷¹

Analysis

During this review period, 37 youth were in 12th grade or eligible to complete the GED Test. Twenty-four youth received their high school diplomas by the close of the school year, and one youth successfully passed the GED test. The average age for the youth represented in this measure was 18 at the start of the 2020-2021 school year. The age range for youth included in this measure was 17 through 20 years old. The number of youth eligible to graduate at the start of the school year and the number of youth who graduated was higher in FY 2020 and FY 2021 as compared to FY 2019.

Barriers to graduating from high school for CFSA youth included overall academic performance and attendance. A total of 12 youth who started the school year in the 12th grade did not graduate. Of these 12 youth, six were at a public high school throughout the metropolitan area and one youth attended a special education high school. The remaining five youth retained during this past school year attended one of the DCPS three Opportunity Academies: (Ballou STAY, Luke C. Moore, and Roosevelt STAY). The Academies offer a personalized competency-based learning program to ensure that all students in the District have a positive pathway to post-secondary success. Programming includes both educational and vocational training to support youth entering into adulthood. With this model, youth are expected to comply and attend regularly which can be challenging for youth who have reached age 18 (legal adulthood) prior to completing high school. This model utilizes an adult learning style which is new for youth accustomed to participating in a traditional school setting. The transition can be difficult despite the supports and interventions provided to the youth. The Agency always encourages youth to receive diplomas prior to exiting foster care when expectations for adult achievements will increase.

To resolve educational barriers and challenges for older youth, CFSA supports their decisions and guides them through the available options to achieve their educational goals.

⁷¹ See item 56, page 88 - <https://dccouncil.us/wp-content/uploads/2022/02/FY21-22-CFSA-Performance-Oversight-Prehearing-Questions-Responses-Final.pdf>

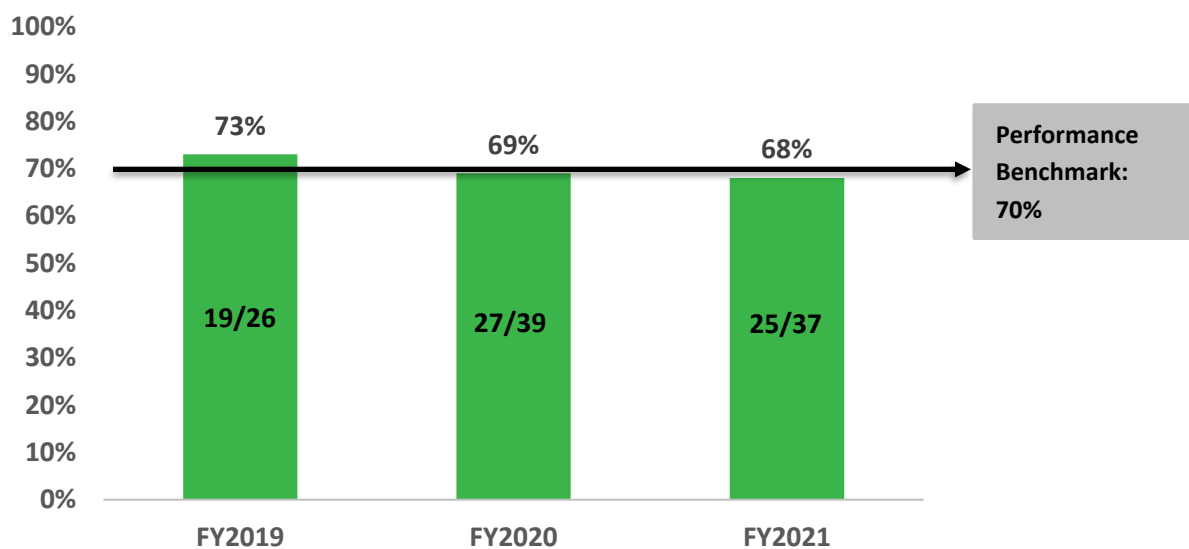
Four children formally withdrew from school and are pursuing the following opportunities:

- One child made efforts to start GED coursework.
- One child started with an internship opportunity that will lead to employment. This child was also a new mother.
- One child became employed.
- One child (who exited foster care early) was connected to mental health and other supports through the Department of Disability Services.

The remaining eight children did not formally withdraw from school. Four of these children are enrolled and actively attending school. The status of all the children is listed below:

- Two children did not graduate because of attendance issues. These two children obtained employment.
- Two children who struggled with virtual learning did not graduate but remained in school at the start of the next school year.
- One child who did not graduate became a new mother. This child continues to attend Ballou STAY and is completing an internship with The Mary Elizabeth House, Inc.
- One child switched from being on the high school diploma track to the certificate of completion track. The child will continue to attend school until the age of 22.
- One child was detained on a juvenile matter and returned to school after release. However, the child's attendance is not consistent.
- One child was in missing/runaway status. This child reported enrolling into GED coursework in another state.

Figure 61. High School Graduation, FY 2020-FY 2021



Source: *FACES.net reports and manual data*

Conclusion

This measure is not achieved although performance is two percentage points away from the benchmark.

29. Employment or Internship Experiences

Measure

55 percent of youth aged 18 years and older shall have an employment or internship experience.

Methodology

To assess performance, CFSA utilizes manual data retained by the Office of Youth Empowerment (OYE) and data from FACES.NET. These data include all youth in foster care who reached the age of 18 or older during 2021. While younger youth may have employment or internship experience, CFSA continues to support youth to pursue education first.

2021 Performance

59 percent of youth aged 18 years and older had an employment or internship experience in 2021.

Historical Information

CFSA created this measure in its FY 2018 Four Pillars Scorecard. The target during that year was 60 percent with 51 percent of youth achieving employment or internship experience. In FY 2019, the target was decreased to 55 percent with actual performance at 46 percent. The methodology for this measure was reconsidered and changed in FY 2020 to consider only youth ages 18 years and older, since youth under the age of 18 should be focused on completing high school.

CFSA youth participate in various employment and internships within their community. One highly recognized employment program that occurs each summer for CFSA youth to gain employment experience is the District's Summer Youth Employment Program (SYEP). SYEP is a locally funded initiative that provides District youth ages 14 to 24 with an enriching summer employment experience through subsidized placements in the public and private sectors. CFSA's Office of Youth Empowerment (OYE) also administers an internship program at several host sites throughout the community. Internship settings include media firms, financial institutions, tutoring providers, children's rights organizations, technology organizations, businesses, and health care organizations. Youth participate in the internship programs to gain valuable work experience in varying career areas and to increase their employable skills. OYE staff and CFSA social workers continue to support youth in these employment and internship endeavors as a part of case management services.

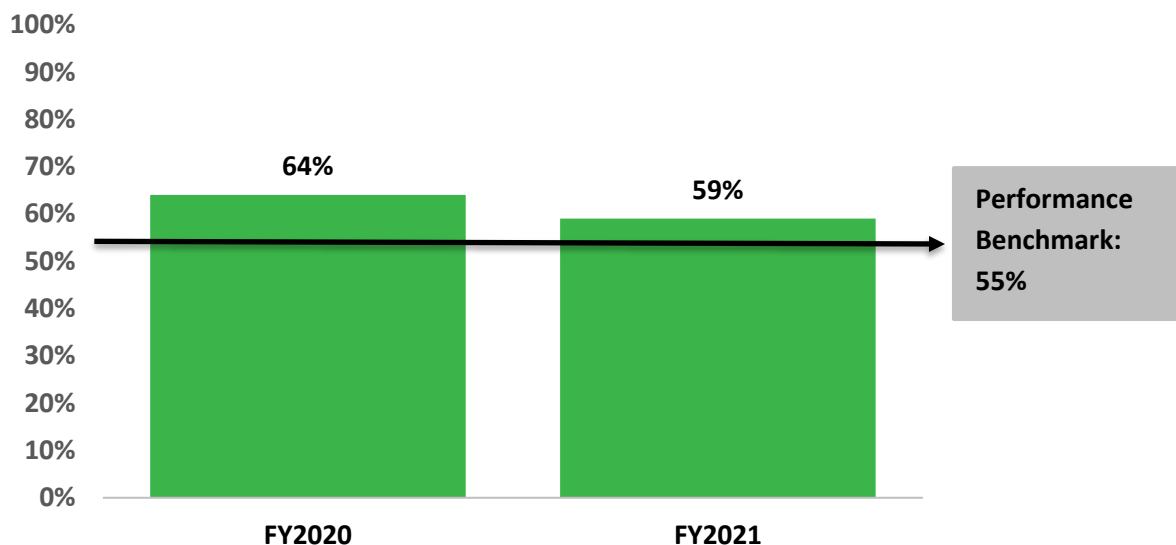
As of March 2022, CFSA also benefits from having an onsite Department of Employment Services (DOES) liaison. As part of the onsite DOES service, CFSA will identify youth who may need assistance with identification of employment and internship opportunities. Then, the DOES liaison will collaborate with CFSA to ensure proper placement within DOES programs. Specifically, the liaison will identify placement and referral into the following programs:

- **The In-School Program** provides academic enrichment activities, work-readiness skills, leadership development, and other resources. This program supports youth transitioning from high school either to post-secondary education, advanced training, unsubsidized employment, or a military career.
- **The Out-of-School Program** provides key career or internship opportunities for youth who may have dropped out of school.
- **The Pathways for Young Adults Programs** provides vocational training and internships opportunities for youth who seek short-term opportunities that will develop into long-term career prospects.

Analysis

In FY 2021, CFSA served 178 youth who were aged 18 years or older in foster care. The Agency excluded 15 youth from this measure either because of severe disabilities, incarceration, or abscondence. Of these 163 youth, 80 were employed (both full and part-time) and 16 participated in an internship during FY2021, totaling 59 percent. The remaining 67 youth did not have any employment or internship experiences in FY 2021. The barriers to participation for these youth included full-time attendance at school, refusals to participate in the employment or internship opportunities, or other personal issues. CFSA continues to encourage all youth to become productive citizens through employment and internship avenues but still considers their educational needs to be the primary focus.

Figure 62. Employment/Internship Experiences, FY 2020-FY 2021



Source: CFSA internal tableau data, FACES.net reports and manual data

Conclusion

CFSA considers this measure achieved.



EXIT TO PERMANENCE

The key value that undergirds this pillar is that every child and youth exit foster care as quickly as possible to a safe, well-supported family environment or life-long connection. All older youth need to have the skills to succeed as adults.

Two of the six measures that fall under Exit to Permanence Pillar were achieved:

- Timely adoption
- Exiting care with stable housing

The following measure was partially achieved during this review period:

- Permanency in 12 months

The following measures were not achieved during this review period:

- Aging out of Foster Care
- Enrollment in/completing vocational training or a certificate program
- Graduation from college

COVID-19 Impact

The District of Columbia's recent legislation, *COVID-19 Response Supplemental Emergency Amendment Act of 2020*⁷² and the *Coronavirus Support Temporary Amendment Act of 2021*⁷³, included a provision to support youth scheduled to transition out of foster care during the pandemic. The provision allows the Agency to retain custody of a consenting youth who turns 21 during the period under which the Mayor has declared a public health emergency, and for the custody to last up to 90 days after the emergency has ended. Per the Mayor's Order 2021.096, extended stay foster care for youth over 21 ended on October 25, 2021. For this review period, there was positive impact on permanency for youth who utilized extended care: all youth exited to stable housing; some were newly able to be with their families; and all youth were connected to aftercare services for continued support.

District services were impacted by Covid-19 during the review period which impacted timely permanency in some cases. For example, court drug testing was suspended for the entirety of FY 2021. CFSA sought to work around this limitation by contracting with a private testing facility. However, CFSA was still not able to fully meet the need for testing.

Strategies for Improving Permanency

There has been notable and consistent effort to improve permanency outcomes for children and youth at CFSA. In FY 2020, CFSA launched the **Permanency Tracker data system**: a single source of up-to-date, accessible information on the status of any child on their path to permanency, as well as information across children on progress to permanency. The Agency developed the system using MicroStrategy after analysis identified **74 key milestones from removal to reunification, adoption, or guardianship**, of which only 23 percent were accessible in FACES. The remaining 77 percent of the milestones were entered as manual data and held across eight different program areas. The Permanency Tracker has enabled CFSA to combine the manual data with what is held in FACES, presenting a more comprehensive view of permanency practice and progress.

Eight Key Permanency Milestones

The Permanency Tracker is also used as a management tool to identify case-specific as well as systemic barriers to permanency. While the system holds more than 50 metrics, its "Timeline Dashboard" enables monitoring of progress on eight milestones that are particularly critical:

1. **Completion of a Removal Family Team Meeting (FTM).** This intervention, undertaken shortly after a child comes into care, is used to build early parental engagement. The information shared, and the relationships developed during the removal FTM can have significant impact on the case, especially in the early months.

⁷² <https://lims.dccouncil.us/Legislation/B23-0733>

⁷³ <https://lims.dccouncil.us/Legislation/B24-0140>

2. **Completion of a 1:1 orientation.** This early meeting between a member of the PEER Unit and the caregivers from whom a child was removed supports understanding of Agency processes and requirements, and further solidifies parental engagement as the case gets underway.⁷⁴
3. **Movement of a family to unsupervised visitation.** Unsupervised visits between parents and children are a necessary precursor to reunification. This step should be taken as soon as safely possible for the family.
4. **Notice to the court of a goal change recommendation.** As soon as the Agency has determined that reunification is no longer a viable permanency goal, a formal goal change recommendation must be made. For adoption cases, this recommendation sets in motion the required Ta.L. evidentiary hearing process.⁷⁵
5. **The filing of an adoption petition.** For children with a goal of adoption, until a petition has been filed by the intended permanency resource, further legal progress on the case is effectively stalled.
6. **The filing of a guardianship motion.** For children with a goal of guardianship, until a motion has been filed by the intended permanency resource, further legal progress on the case is effectively stalled.
7. **The completion of the adoption or guardianship trial.** A child for whom a petition or motion has been filed cannot progress towards finalization until the trial is completed.
8. **Finalization of an adoption or guardianship by the court.** Following the trial, the Agency's submission of a final report and the court's issuance of a final decree are required to close the case.

Using the Milestones to Improve Practice

Each of the above milestones has a target that was developed based on six months of baseline data. Using these targets as guideposts, managers can track where individual children are “stalled” in their progress to permanency and develop and implement case-specific solutions. Managers also determine where their units and teams may be struggling to make or sustain progress. In addition, the Permanency Tracker provides CFSA with the newfound capacity to identify where delays in permanency are attributable not just to the Agency, but to the court and legal systems. For example:

- CFSA has been able to increase the rate of unsupervised visits by using the data on this metric to push for practice adjustments in units where the intervention was not prioritized.
- Agency analysts reviewed the guardianship caseload against the metrics to ascertain whether the guardianship goal is appropriate case-by-case. As needed, case-carrying social workers then worked towards a goal change.

⁷⁴ The PEER (Parent Engagement, Education and Resources) Support Unit comprises CFSA staff with first-hand caregiver experience with the child welfare system.

⁷⁵ In a December 2016 case (“In re Ta.L.”), the D.C. Court of Appeals held that parents have the right to an evidentiary hearing before the court changes the goal of a case away from reunification. The ruling in Ta.L. means that to change a child’s permanency goal, the agency must serve notice of a plan to change the goal and prevail in the hearing.

- CFSA has used subsidy timing data to identify whether delays occurred within the referral process, the negotiation process, or the completion of the subsidy. Staff then adjusted communications and duty structures to address the trouble spots. A streamlined subsidy process was put into place February 2022.
- The Agency is actively working with the courts and other external parties on effective responses to timeliness issues identified in the scheduling of trials and hearings, the filing of petitions and motions, the issuance of findings, and finalization of adoptions and guardianships.

The Permanency Tracker was designed and created as an iterative tool that is responsive to practice changes and needs. CFSA will continue to assess how it can best be used to promote timely permanency for children and youth in foster care.

Permanency Goals Review Meetings

A Permanency Goal Review Meeting (PGRM) is a brief, multi-disciplinary case review aimed at resolving barriers to permanency. CFSA holds PGRMs for all children in foster care, at intervals strategically selected to maximize impact on case progress:

- **100-Day PGRMs** are held when a child reaches 100 days in foster care or 100 (or more) days in protective supervision.
- **Targeted PGRMs** are held approximately every 3 months, starting when a child has been in foster care for nine months, and as long as they have a goal of reunification, adoption or guardianship.

During a PGRM, assigned social workers, managers, agency attorneys and program area specialists identify barriers to permanency and develop strategies to overcome them. The barriers and next steps from each PGRM are held in the Permanency Tracker system (described above).

PGRM data provide nuance to simple exit rates by specifying the challenges children and families face as they seek permanency. For example, in FY 2021 704 PGRMs were held on children in foster care.⁷⁶ During these reviews, the following barriers were most frequently identified:

- Parenting capacity (27% of reviews)
- Parental mental health (26%)
- Parental substance abuse (25%)
- Challenges for the identified adoption or guardianship resource, such as licensing barriers or concerns about the child's behavior (14%)
- Housing (13%)
- No identified permanency resource for children with a goal of adoption or guardianship (13%)

⁷⁶ Does not include PGRMs held on children in Protective Supervision

PGRM information enables more accurate decision-making about resource allocation within CFSA and informs a stronger advocacy agenda with sister agencies and community partners.

OLDER YOUTH SUMMARY

Overview

CFSA's Office of Youth Empowerment (OYE) supports youth in foster care ages 15-23 by providing information, programming, and referrals for housing, education, employment, vocational training, parenting classes, finance, healthcare, public benefits, and community connections. CFSA and its contracted private providers also maintain case management for youth in foster care ages 15-21. As of December 31, 2021, there were 239 youth in this age group.⁷⁷

Youth Transition Planning (YTP) meetings begin at age 14 and are a key component of OYE's supportive framework. The YTPs provide an opportunity for the team, including the youth, social worker, caregivers, attorneys, supportive adults, and various specialists to assess the youth's status, resources, and trajectory toward stable and successful independence.

For all youth who will age out of foster care, OYE conducts an additional team meeting, the *21 JumpStart* review, six months prior to the youth's 21st birthday. The review functions as a quality assurance tool to optimize realistic transition planning and a successful transition from foster care. *JumpStart* reviews do not take the place of YTPs, the reviews focus on the actionable steps that every team member, including the youth, must take before the youth's 21st birthday. Although facilitated by a resource development specialist in the OYE Aftercare Unit, the review cannot take place without the youth present, and there are some youth who refuse to participate.

One of CFSA's programmatic priorities for FY 2022 is enhancing supports and services to older youth. CFSA has set the following goals in this area:

1. **Establish Levels of Care for Older Youth Services:** Older youth in care have vastly different needs, skills, and capacities. Developing a method to track the youth's progress will enable the Agency to calibrate the service array in a systemic, data-based way. The Agency first tested this *Levels of Care* system in April 2021.⁷⁸ With assistance from the assigned social worker, CFSA initially collected the information through phone interviews. Since then, the Agency used Survey Monkey to design an Independent Living Skills Level of Care Assessment tool, which CFSA has tested and revised as needed. The Agency will collect the data on all youth 15+ during FY 2022-Q3. After data collection, the Agency will use the information in collaboration with congregate providers and resource parents to hold discussions regarding the individual needs

⁷⁷ In addition to supporting youth in foster care ages 15 to 21, OYE provides aftercare services to participating young adults from age 21 to 23 to assist in their transition from foster care to independence.

⁷⁸ CFSA published the data in the January-June report.

of specific youth, and to subsequently determine how CFSA and the placement provider will coordinate to meet these needs.

- 2. Re-align roles and responsibilities:** Permanency-focused work with youth is different from skill- and capacity-building work. CFSA has access to a variety of internal and external services, but they haven't been historically coordinated in the most effective manner for social workers to refer or for youth to benefit. As a result, as of January 2022, CFSA restructured and renamed the Program Operations Administration, establishing the Office of Out-of-Home Support. Under the purview of this office there are three distinct administrations: 1) Clinical Case Management and Support Administration (which includes all of the case-carrying out-of-home units at CFSA), 2) Kinship & Placement Administration, and 3) the Office of Youth Empowerment (OYE). As part of the Office of Out-of-Home Support, OYE will remain focused on engagement and services for all youth in care, ages 15+, to include educational supports, LifeSet, youth internships, vocational training, financial aid for college, Aftercare, and the Youth Council.
- 3. Enhance vocational training:** Connecting youth to meaningful internships and paid jobs requires connections and expertise sometimes external to CFSA-sourced services. In some circumstances, the CFSA service is underutilized, e.g., CFSA's financial literacy and savings program, Making Money Grow (MMG). Many CFSA-served youth need additional, specific supports to be successful in the workplace. CFSA's approach to addressing these issues includes biweekly engagement with the Department of Employment Services (DOES) to streamline the process of youth engaging in their job and internship services. In addition, CFSA established a new program specialist position in February 2022 to coordinate internship, employment, and vocational opportunities for CFSA-served youth. When youth turn 14, the program specialist orients the youth to OYE services. The program specialist revisits the OYE services again when the youth turn 18. Lastly, CFSA has increased outreach for use of the MMG program, as well as engagement of the Youth Council in all of these efforts.

In addition to the above efforts, CFSA is working to migrate all YTP data to the application development platform, QUICKBASE. CFSA social workers have been entering YTP data in QUICKBASE since 2021. QUICKBASE now offers a common system of record for all youth whether they are served by CFSA or by a private agency. Training on utilization of QUICKBASE for entering YTP data is ongoing. Therefore, the data are not comprehensive or reliable at this time. CFSA anticipates having accurate, reliable data by the end of FY 2022.

These current efforts provide CFSA with potentially rich information about the status of older youth served, services being put in place to meet their needs, and increased utilization of existing services and resources. Once these new tools have been fully implemented, CFSA looks forward to sharing these data. As noted, these data are not currently comprehensive or reliable.

There are multiple performance measures in this report that look at the following outcomes for a subset of the older youth population:

- 28. Graduation from High School (page 108)
- 29. Employment or Internship Experiences (page 119)
- 32. Aging out of Foster Care (page 128)
- 33. Stable Housing (page 131)
- 34. Enrollment in/Completing Vocational Training (page 133)
- 35. Graduation from College (page 135)

Outcome information regarding these measures will not be repeated in this section.

Employment and Career Training Outcomes

Eligible youth can participate in the evidence-based LifeSet program that offers youth individualized education, training, and life-skill supports to enhance their understanding of and capacity to pursue academic and professional opportunities. Specifically, LifeSet specialists engage youth through weekly in-person meetings, which may include planning career goals, in addition to referrals for OYE services in areas of mental health, financial literacy, connections to academic programs, vocational programs, internships, and employment. The LifeSet specialists continue to facilitate the wellness activities initiated earlier in the public health emergency, including weekly LifeSet specialist and youth visits in community parks, and the provision of art supplies and books. Additionally, the specialists have facilitated opportunities to participate in walks and virtual yoga. In FY 2021, 70 youth participated in the LifeSet program. As of December 31, 2021, 33 youth were enrolled in LifeSet.

Overall, from July through December 2021, OYE provided exposure to post-secondary options in high-demand employment fields to 82 youth, some of whom were seeking an initial understanding of future possibilities, while others were directly preparing for vocational training programs, internships, employment, or college. OYE specialists presented educational, professional development, entrepreneurship, and financial literacy workshops; facilitated internships with local businesses; and hosted an internship networking seminar, which included opportunities for youth to share their internship experiences and inform future enrollment decisions. Additionally, OYE specialists worked individually with these youth to support job market exploration, resume development, application completion and interview preparation.

Financial Literacy and Savings

OYE offers youth the opportunity to participate in the MMG financial literacy program through the Capital Area Asset Builders (CAAB) program, which is available to all youth ages 15+. MMG teaches youth how to manage their finances and how to save for the future. Youth who participate in a matched savings program have every saved dollar matched by CAAB. The matched CAAB funds are

capped at \$500 per year for youth ages 15 to 17; funds are capped at \$2,000 per year for youth ages 18 to 21. Youth can access the funds to pay for a variety of needs ranging from purchase of a vehicle, and payments for housing, education, or entrepreneurial endeavors. During July through December 2021, 143 youth were enrolled in the MMG program. Of these 143 youth, seven youth contributed a total of \$8,278 and MMG matched the amount with a contribution of \$11,846, a combined total of \$20,124 in savings. See figure below for additional details.

Figure 63. Youth contribution and MMG Match Totals, July-December 2021

Date	Name	Client Saving Amount	MMG Match Amount	Combined Total	Saving Goal
7/10/2021	AB	\$629	\$871	\$1,500	Housing
7/10/2021	AB	\$577	\$1,155	\$1,732	Housing
8/23/2021	YS	\$1,704	\$3,392	\$5,097	Vehicle
11/5/2021	KP	\$673	\$1,008	\$1,681	Vehicle
11/8/2021	SK	\$3,984	\$4,000	\$7,984	Vehicle
12/22/2021	TC	\$710	\$1,420	\$2,130	Vehicle
Total		\$8,278	\$11,846	\$20,124	

Source: OYE manual data- Capital Area Asset Builders/MMG Monthly reporting

Medicaid

During the YTP and 21 *JumpStart* meetings, OYE specialists discuss with youth the process for extending or terminating Medicaid benefits. The specialist apprises youth of their responsibility for annual recertification of their health insurance coverage, specifically that Medicaid will communicate directly with them before recertification.

Positive Permanency for Youth 15+

In addition to the 47 children who exited foster care by aging out during July-December 2021 an additional 15 children, aged 15 and older, exited foster care to positive permanency. Ten of these youth reunified (67 percent) with family, three children achieved guardianship (20 percent) and two (13 percent) were adopted. See below for an additional breakdown of types of positive permanency exits by youth 15-17 years old and youth 18-20 years old.

Figure 64. Positive Permanency for Children 15-20, by Exit Reason, July-December 2021

Age group	Reunification	Guardianship	Adoption	Total
15-17	8	1	2	11
18-20	2	2	0	4
Total	10	3	2	15

Source: *FACES.net* report CMT367

30. Permanency in 12 months (cohorts)

Measure

Permanency cohorts report on timely exits to reunification, adoption or guardianship based on the length of time a child has been in foster care. The FY 2021 cohort descriptions and targets are as follows:

Cohort 1: Of all children who entered foster care for the first time in FY 2020 and who remained in foster care for eight days or longer, **45 percent** will achieve permanency through reunification, adoption, or guardianship by September 30, 2021.

Cohort 2: Of all children who were in foster care for more than 12 but less than 25 months on September 30, 2020, **45 percent** will achieve permanency through reunification, adoption, or guardianship by September 30, 2021.

Cohort 3: Of all children who were in foster care for 25 months or longer on September 30, 2020, **40 percent** will achieve permanency through reunification, adoption, or guardianship by September 30, 2021 (or for older youth, prior to their 21st birthday, if that occurs earlier).

Methodology

To assess performance on this measure, CFSA uses data from FACES.NET based on the fiscal year (October 1 through September 30), unlike most other measures which are by the calendar year.

2021 Performance

Cohort 1: Of the 162 children who entered foster care for the first time in FY 2020 (and remained in care for eight days or longer), 37 percent (60 children) achieved permanency by September 30, 2021. This percentage was a decline from the previous year's performance of 44 percent and did not meet the target of 45 percent.

Cohort 2: Of the 211 children who had been in care more than 12 month and less than 25 months on September 30, 2020, 49 percent (104 children) achieved permanency by September 30, 2021. This percentage exceeded the target of 45 percent and was a significant improvement from the previous year's performance of 35 percent.

Cohort 3: Of the 292 children who had been in care 25 or more months on September 30, 2020, 28 percent (82 children) achieved permanency. This percentage was a slight improvement from the previous year's performance of 25 percent but did not meet the target of 40 percent.

Historical Information

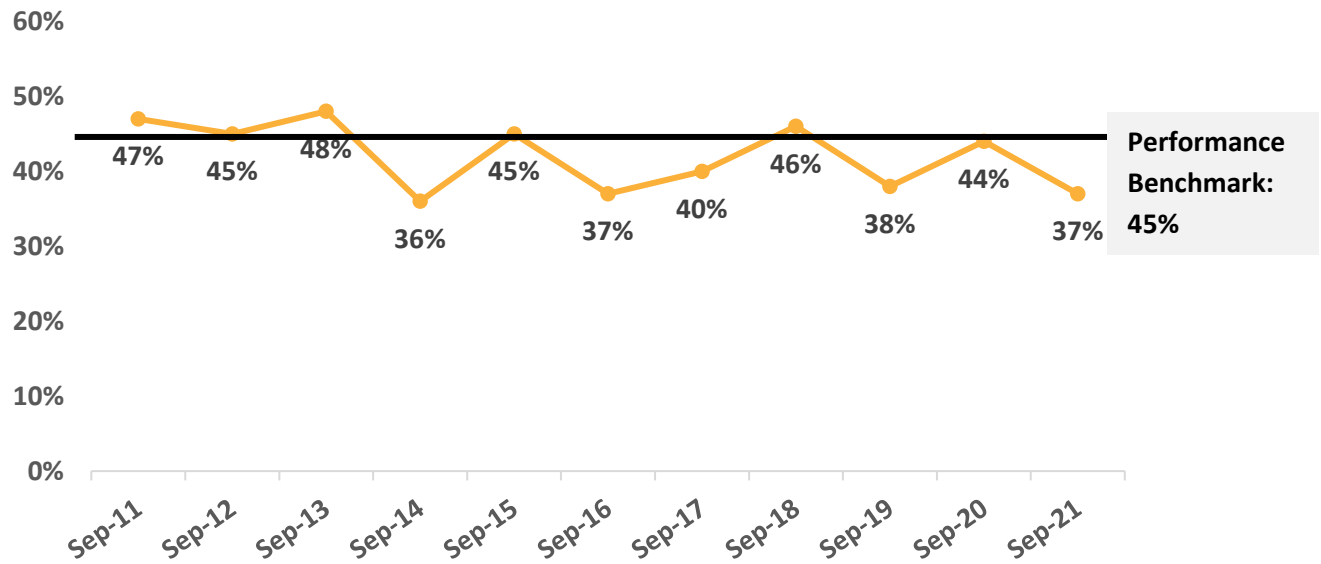
Foster care is traumatic for children and families. It is incumbent upon CFSA and its partner agencies to minimize the time children are in care and maximize timely achievement of permanency as safely and quickly as possible through reunification with birth families or through a legal adoption or guardianship. The following factors directly impact how quickly families can achieve permanency:

- The depth and extent of the trauma and challenges experienced by families being separated from their children.
- The ability of CFSA, sister agencies in the District, and community partners to provide the resources and services families need to thrive. CFSA must consider, for example, are there sufficient culturally appropriate domestic violence or parenting programs available? Are there intensive interventions available for children with significant behavioral health issues?
- The ability of CFSA to ensure that management of foster care cases is consistent across social work teams; streamlines practice as efficiently as possible; and results in lasting permanency, i.e., children do not re-enter foster care or come back to CFSA's attention.
- The ability of the Family Court to process foster care cases in a timely fashion. The Family Court determines which children enter foster care, what their permanency goals are, and when the necessary legal steps on the path to permanency will be taken.

CFSA, like child welfare agencies around the country, is accountable to the federal government on timely achievement of permanency. Federal guidelines require reunification of children with their caregivers within 12 months of their entry into foster care, or achievement of a finalized legal guardianship within 18 months of entry; or adoption within 24 months of entry. In 2010, the *LaShawn* IEP further required that timely achievement of permanency be measured across three specific cohorts of children, based on the amount of time they have been in foster care. The defining characteristics for each cohort are described above. Between FY 2011 and FY 2021, CFSA's performance on cohort-based permanency results has been variable:

- For children in Cohort 1, performance has fluctuated, and the Agency met or exceeded the target in five out of 11 years, as seen in Figure 65.

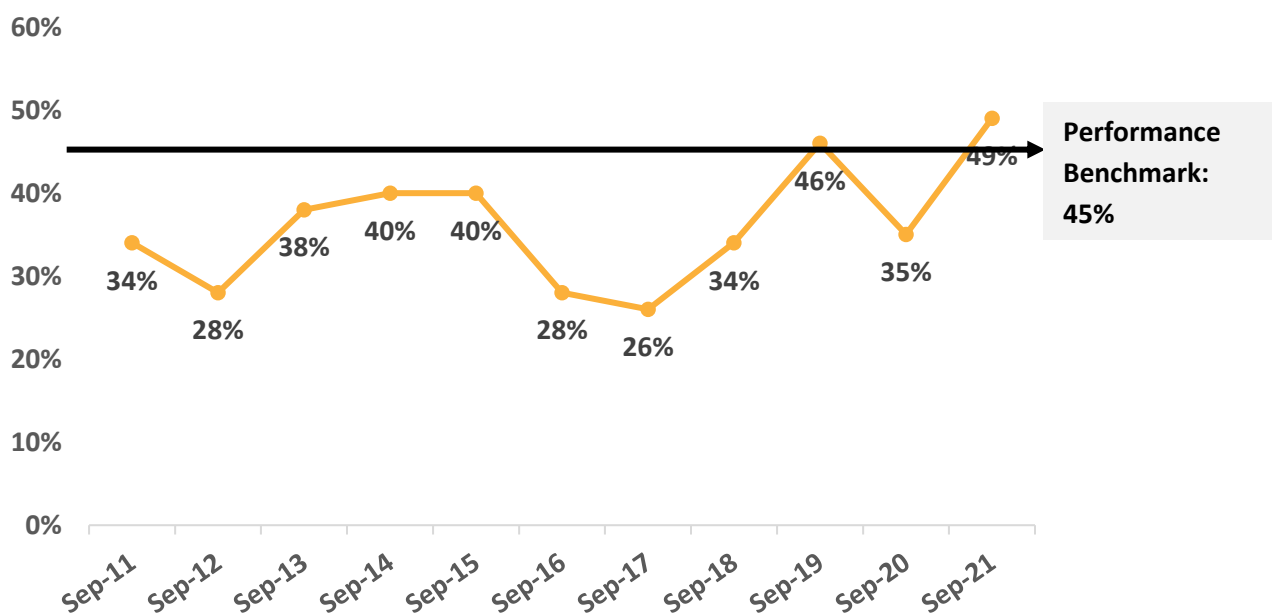
Figure 65. Cohort 1 Performance, FY 2011-FY 2021



Source: FACES.net report CMT384

- For children in Cohort 2, the Agency met the target twice and was within five percentage points of the target twice, as seen in Figure 66.

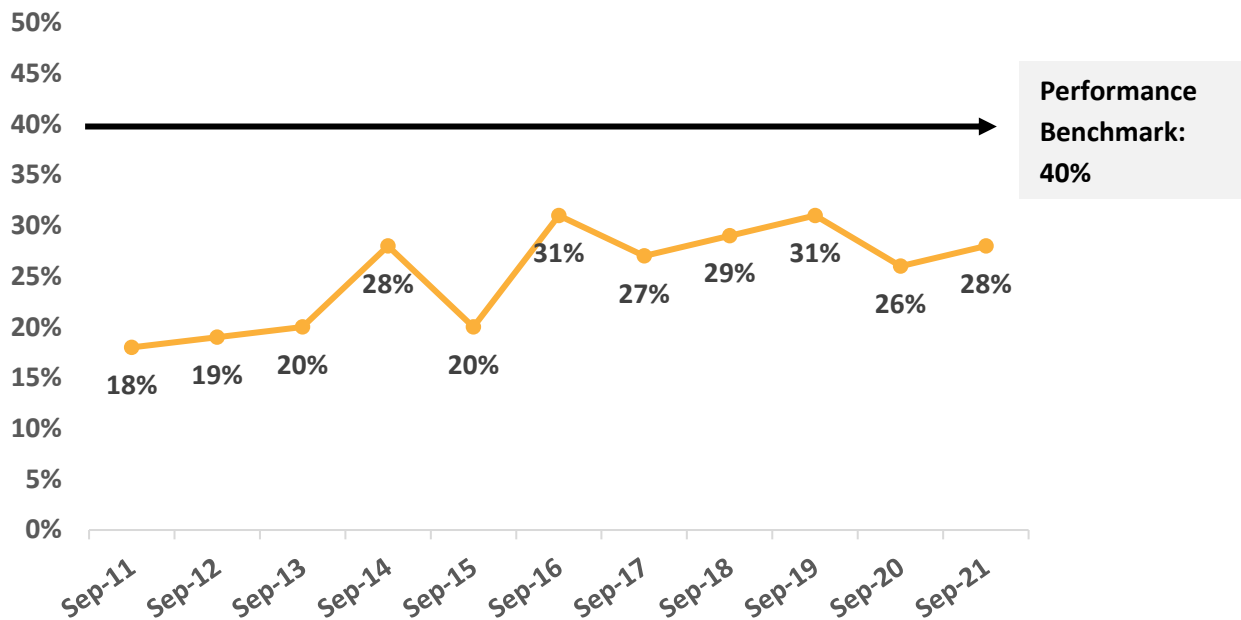
Figure 66. Cohort 2 Performance, FY 2011-FY 2021



Source: FACES.net report CMT385

- For children in Cohort 3, the Agency has never met the target and has improved performance over the ten-year period., as seen in Figure 67.

Figure 67. Cohort 3 Performance, FY 2011-FY 2021



Source: *FACES.net report CMT385*

Analysis

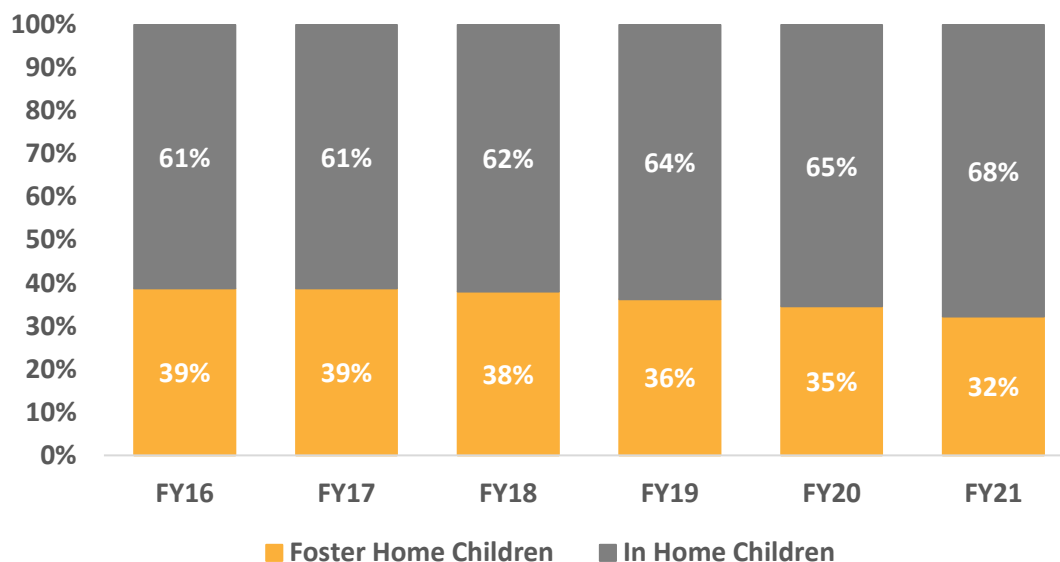
Taken at face value, CFSA’s Permanency Cohorts’ performance remains variable: In FY 2020 the Agency nearly achieved the goal for Cohort 1 but failed to achieve it for Cohorts 2 and 3. In FY 2021, the Agency significantly improved performance and exceeded the target for Cohort 2 but did not meet the targets for Cohorts 1 and 3.

A Broader Understanding of Permanency

In seeking to understand the variability, while also assessing CFSA’s overall performance on achieving timely permanency, the Agency takes into consideration several local factors:

- Size and nature of the caseload.** CFSA maintains a small (and decreasing) foster care caseload, i.e., the population fell by 11 percent between FY 2020 and FY 2021, from 693 to 614 children in care. The Agency achieved this small caseload by seeking to support and maintain children safely in their own homes to the greatest extent possible before bringing them into foster care. See Figure 68 below, which demonstrates the increasing proportion of children served in-home over the last six fiscal years. Further, each year CFSA continues to exit more children to permanency than children being brought into care.

Figure 68. Proportion of children served in-home versus in foster care, FY 2016-FY 2021



Source: *FACES.net report CMT292*

Fewer children in foster care are evidence of CFSA's prevention and permanency work. However, fewer children also means that the children who *are* in foster care are at the highest risk. Accordingly, timely resolution of severe and longstanding issues (such as chronic mental illness, substance abuse or domestic violence) is extremely challenging.

- **Environmental factors:** The pandemic, and public health emergency in the District of Columbia continued during FY 2021. As a result, the following activities were impacted:
 - For the first nine months of the fiscal year, CFSA staff continued to be largely limited to virtual platforms for meeting with children, birth parents and resource families. Virtual formats make it that much more difficult for people to work through their challenges, and to heal traumatized parent-child relationships.
 - During FY 2021, many District services critical to reunification remained suspended or with diminished access, slowing the path to reunification for families. For example, court drug testing was suspended for the entirety of FY 2021. CFSA sought to work around this limitation by contracting with a private testing facility. However, CFSA was still not able to fully meet the need for testing.
 - As the court became acclimated to conducting virtual proceedings, COVID-specific court delays decreased. In FY 2021, 43 such delays were reported among 705 cases that had a team review (6 percent), compared to 27 percent in FY 2020. However, scheduling of Ta.L. evidentiary hearings and adoption and guardianship trials remained several months beyond the timeframes required to achieve federal guidelines.

- **Demographics and housing:** The District’s small population and changing demographics require CFSA to continue partnering with the state of Maryland to provide resource homes for about half of the children in foster care. The Maryland placements create a physical distance between children and their birth families and communities, increasing both a psychological and a logistical challenge. In addition, placing children in an adjacent jurisdiction makes it difficult to ensure consistency of practice between CFSA and its contracted partner agency.

The lack of affordable housing within the District, and very stringent licensing requirements in the state of Maryland, continue to make it difficult to license kin to care and to provide permanency for children in foster care. Many kin simply do not have housing that can accommodate additional children, which constrains CFSA’s ability to take full advantage of this critical permanency resource.

- **Legal landscape.** In 2016, the DC Court of Appeals established the necessity of an evidentiary (“Ta.L.”) hearing⁷⁹ being held prior to changing a child’s goal from reunification to adoption. This additional legal step often delays case progress for many months.

Within this local landscape, CFSA continues to make the following progress:

- In FY 2021, 271 children achieved permanency. Of these children, 121 (45 percent) reunified with their families, 110 (41 percent) were adopted and 40 (15 percent) had a legal guardianship finalized. This count is an increase of 11 more children than those who achieved permanency in FY 2020.⁸⁰
- Of the children who exited to guardianship from FY 2019 to FY 2021, the length of stay for guardianship cases dropped from 37 to 33 months.⁸¹
- In FY 2021, 67 percent of adoptions finalized within 12 months or less after placement in a pre-adoptive home. This percentage was an improvement from the FY 2019 rate of 54 percent.⁸²
- CFSA’s adoptions and guardianships are proving to be permanent. In FY 2021, there were no disrupted adoptions among the 869 still-minor children for whom CFSA finalized an adoption. There were eight (2 percent) disrupted guardianships among the 410 still-minor children for whom CFSA finalized a guardianship.⁸³

CFSA attributes these positive outcomes to a steady Agency focus on achieving timely permanency through the following strategies:

- CFSA conducts multi-disciplinary Permanency Goal Review Meetings (PGRMs) approximately every 3 months for every child in foster care. The intent of the PGRM is to identify barriers to

⁷⁹ “Ta.L.” refers to the D.C. Court of Appeals case *In re Ta.L.* from which the ruling came. The Court abbreviates the name of the child to maintain confidentiality.

⁸⁰ CMT 367 on 9/30/21

⁸¹ CMT 367

⁸² ADP075

⁸³ Manual data held by the Post Permanency Unit.

permanency as early as possible and to develop timely solutions. In FY 2021, CFSA held 706 PGRMs.

- Each month CFSA tracks timeliness on eight key permanency milestones.⁸⁴ The Agency uses this information to inform decision-making on the supervisory and managerial levels.
- CFSA routinely assesses capacity and underlying support structures in order to determine and implement needed changes, e.g., during 2021, CFSA added two new staff to the PEER (birth parent support) Unit to support timelier reunification, established a dedicated Adoption Unit to streamline and expedite adoption practice, and issued new guidance for social work teams to establish guardianship goals.

Conclusion

This measure was partially achieved. CFSA continues to make progress on achieving timely permanency for children in foster care.

31. Timely Adoption: Placement in a Pre-Adoptive Home within Nine Months

Measure

80 percent of children with a goal of adoption will be placed in an approved adoptive placement by the end of the 9th month from when their goal changed to adoption.

Methodology

To assess performance, CFSA provides manual data to the IVA.

2021 Performance

83 percent of children with a goal change to adoption were placed in a pre-adoptive home within nine months of the goal change.

Historical Information

For the January to June 2021 reporting period, 35 of the 37 (95 percent) children included in this measure were considered to be living in a pre-adoptive home due to adoption petitions being filed or Letters of Intent completed before the 9th month of the goal being changed to adoption.⁸⁵

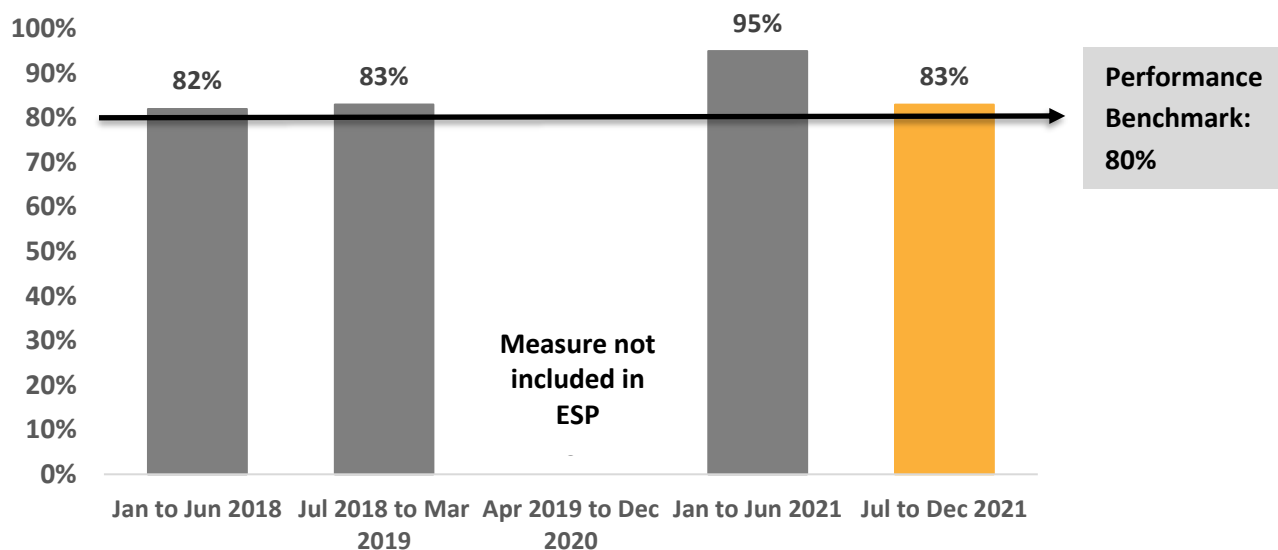
Analysis

A total of 54 children had their permanency goal changed to adoption during this monitoring period. Forty-five (83 percent) of the 54 children were living in a pre-adoptive home due to adoption petitions having been filed or Letters of Intent completed before the 9th month of their goal being changed to adoption. CFSA continues to meet this measure.

⁸⁴ 1) Removal Family Team Meeting (FTM); 2) PEER unit 1:1 orientation; unsupervised visits with caregivers; goal change recommendation; filing of an adoption petition; filing of a guardianship motion; trial completion; and finalization.

⁸⁵ This measure was part of the former *LaShawn* Implementation and Exit Plan but not part of the Exit and Sustainability Plan (ESP) and therefore, there is no reported performance from April 2019 to December 2020.

Figure 69. Timely Adoption: Placement in a Pre-Adoptive Home within 9 months



Source: FACES.net report ADP070 and manual data

Conclusion

CFSA considers this measure achieved.

32. Aging out of Foster Care

Measure

No more than 15 percent of youth will exit foster care by aging out on their 21st birthday.⁸⁶

Methodology

To assess performance, CFSA utilizes data from FACES.NET and manual data retained by the Office of Youth Empowerment's Aftercare Services staff. CFSA analysts used FACES.NET administrative data to determine the youth who exited foster care on their 21st birthday. During the pandemic in April 2020, DC Council passed legislation granting youth who turned 21 during the pandemic the option to stay in foster care until up to 90 days past the end of the declared DC public health emergency. Due to the small number of clients impacted by this legislation, and the unknown duration of the public health emergency, CFSA did not make changes to FACES.NET in response to the legislation. As a result, FACES.NET is still automatically end-dating older youth from their placement and home removal on their 21st birthday. These end-dates therefore show up in the data as exits. OYE is manually tracking the older youth who elected to stay in foster care. These youth are manually excluded from the exit data until they officially exit foster care. Due to the public health emergency initially ending in D.C. on July 25, 2021,⁸⁷ all of the youth who elected to stay in extended foster care exited by October 25, 2021, and are included in this review period's data.

⁸⁶ This measure will change in FY22 to only include all young adults (age 18-21) who exit foster care.

⁸⁷ Due to ongoing concerns with the spreading of COVID-19 after the monitoring period, the Mayor of the District of Columbia extended the public health emergency until February 15, 2022.

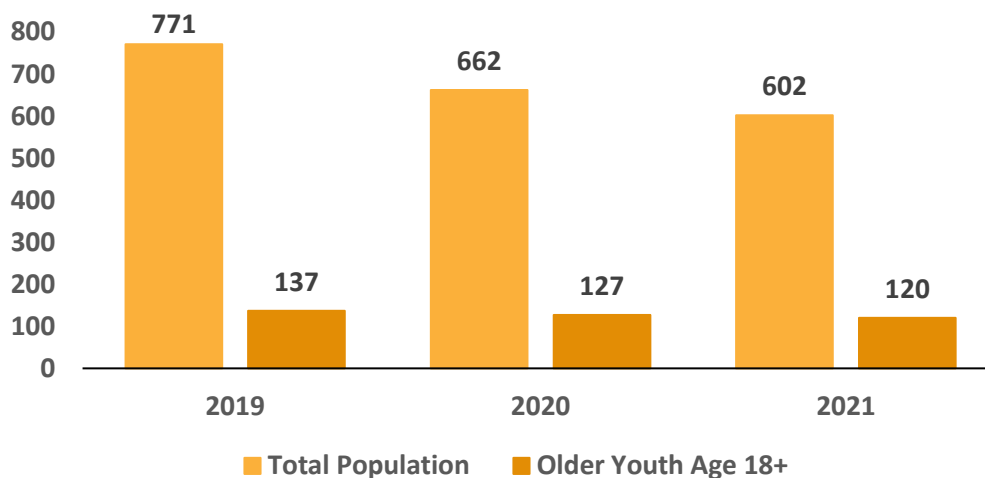
2021 Performance

Of all youth who exited foster care from July through December 2021, **29 percent** exited due to aging out of foster care (47 youth out of a total of 164 exits).

Historic Information

CFSA has consistently achieved this target since FY 2018, i.e., in FY 2018, 63 youth (15 percent) aged out of foster care while in FY 2019, 53 youth (13 percent) aged out, and in FY 2020, 32 youth (11 percent) aged out of foster care. During the January to June 2021 performance period, nine youth aged out of foster care while 160 children exited foster care in total. CFSA continues to experience a decline in its older youth population annually. Fewer youth remain in care long enough to age out.

Figure 70. CFSA Population (Point In Time) December 2019-December 2021



Source: *FACES.net report CMT366*

At the close of 2021, 120 youth aged 18 years and older remained in foster care. Even though older youth in foster care are less likely to achieve positive permanence, CFSA continues to seek permanence through reunification with the birth family, legal guardianship (often with relatives) or adoption. During the January to June 2021 period, 11 youth aged 18 years and older achieved positive permanence. Five youth achieved guardianship, four youth achieved adoption, and two youth achieved reunification.

CFSA works to ensure that every youth in care has a relationship with a caring adult committed to providing life-long guidance and support. There is a vast service array to support preparing older youth for adulthood, to include Youth Transition Planning, LifeSet, Court Appointed Special Advocates (CASA) and Capital Area Asset Builders (CAAB), among others. FSA also provides aftercare services to older youth. For example, prior to aging out, youth participate in the 21 Jumpstart Review, which is a meeting between the youth and their supportive network where participants identify the resources needed to prepare the youth to age out of foster care. The 21 Jumpstart Review applies only to youth in foster care, ages 20.5 and older, up until age 23.

Analysis

During this review period, CFSA's foster care system served 741 children. In addition, 25 youth from previous timeframes remained in foster care due to COVID-related extended foster care. At the close of 2021, 602 children remained in the foster care system with 120 being older youth aged 18 or older.

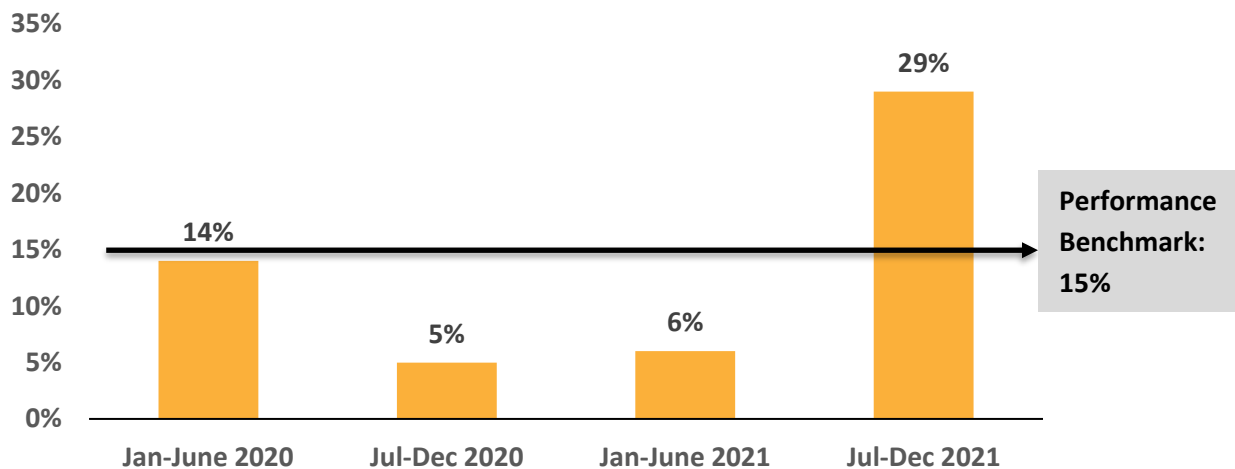
Figure 71. Children Served in Foster Care, July-December 2021

Foster Care Children	July-December 2021
Children in Foster Care	741
Children in Extended Foster Care	25
Total Children in Foster Care during the Review Period	766
Total Children in Foster Care at the end of the Review Period	602

Source: CFSA Internal Tableau data and OYE manual data

Forty-seven youth aged out of foster care. Of those youth, 21 youth aged out of foster care at the age of 21. Twenty-five youth turned 21 prior to the July to December 2021 monitoring period. These youth participated in the extended foster care program and exited foster care during this reporting period. One youth turned 21 during the July to December 2021 timeframe but also participated in the extended foster care program. Because of the pandemic legislation allowing youth to extend their stay in foster care, CFSA experienced a higher-than-normal number of youth exiting foster care during this 6-month period. As CFSA explores areas of impact on the Agency during COVID-19, the results of this indicator show changes the Agency made to accommodate needs during the pandemic.

Figure 72. Youth Aging out of Foster Care, 2020-2021



Source: FACES.net report CMT367

One hundred sixty-four children exited foster care during this review period in total. Three 18-year-old youth achieved permanence through guardianship (n=2) and reunification (n=1). One 19-year-old

youth achieved reunification. Youth continued to have the option to remain in extended foster care at the very beginning of this time frame. However, the option for extended foster care ended in October 2021 and all youth who utilized this option during the pandemic aged out of foster care at that time. This led CFSA to experience a higher-than-normal amount of youth aging out of foster care. As noted above, CFSA continues to provide supports and services informed by the findings and needs of each 21 Jumpstart Review.

Figure 73. Positive Permanence for Youth 18 and Older, 2021

Exit Type	January-June 2021	July-December 2021
Reunification	1	2
Guardianship	5	2
Adoption	4	0

Source: *FACES.net report CMT367*

Conclusion

CFSA considers this measure not achieved, although performance is negatively impacted by the extension of foster care for youth as a result of the pandemic, and the subsequent end of the COVID-19 option for youth to extend their stay in foster care during this period.

33. Stable Housing

Measure

87 percent of youth who exited care due to aging out will age out with stable housing.

Methodology

For this measure, the Agency defines stable housing as a youth having a lease, a housing agreement with a family member or friend, or a youth's enrollment in a transitional housing program. Placement in a homeless shelter or "couch surfing" between many locations is not considered stable housing. To assess performance, CFSA utilizes data from FACES.NET as well as manual data retained by the Office of Youth Empowerment (OYE) Aftercare Services staff. OYE and CFSA analysts examined the OYE data first to determine the number of youth who exited care and then to determine their whereabouts at the time of exit. Exclusions included any youth who were in runaway status or incarcerated at the time of exit.

2021 Performance

87 percent (n=39/45) of the youth who aged out of foster care did so with stable housing.

Historic Information

Since FY 2018, CFSA has met the benchmark for this measure. CFSA continues to administer appropriate resources and services to support the older youth exiting care. CFSA attributes the 5-year trend of exits with stable housing to OYE's Aftercare Services. Services include OYE as the CFSA liaison to Wayne's Place Transitional Youth Housing program, which was established through a

partnership between CFSA and the District's Department of Behavioral Health. Wayne's Place is a specialized housing program to prevent homelessness among youth (ages 18-24) who meet the eligibility criteria. Residents receive educational and job support, money management, and other life skills. OYE's additional housing service referrals include the Rapid Housing program which directly supports a youth's capacity to obtain stable housing after exiting from foster care. OYE's Generations Unit and referrals to the Making Money Grow program and the Rapid Housing program directly support a youth's capacity to obtain stable housing after exiting from foster care. An additional stable housing resource includes the Family Unification Program (FUP) voucher and Rapid Housing vouchers, which assists with financial and housing-focused services to prevent homelessness and maintain permanent housing for participants.

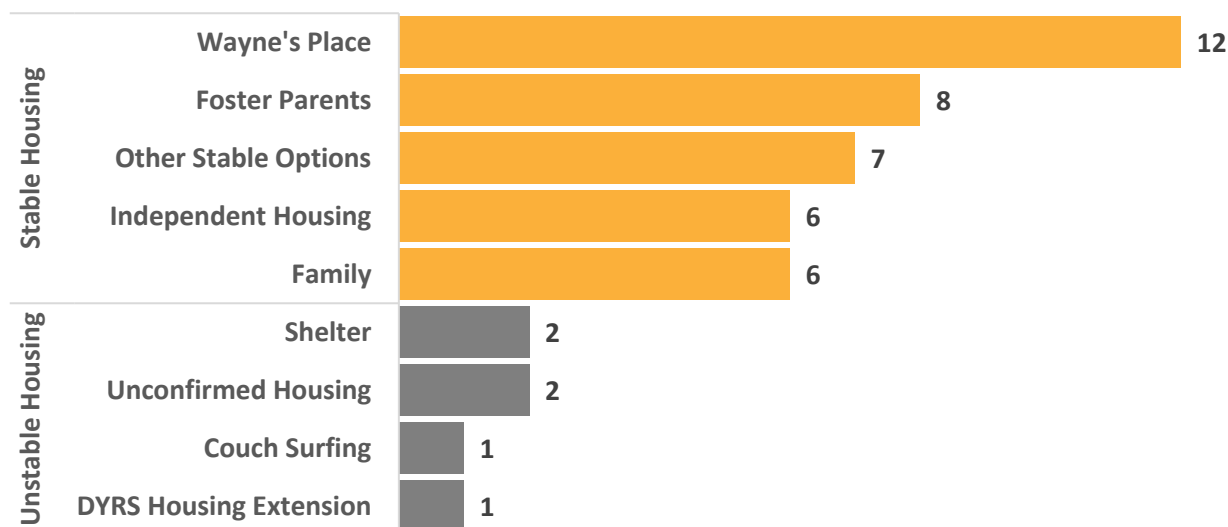
Analysis

During this review period, 47 youth aged out of foster care. Of these 47 youth, 55 percent (n=26/47) exited foster care after their 21st birthdays as a result of the April 2020 legislation passed by DC Council concerning foster care youth during the pandemic. The legislation granted youth turning 21 during the pandemic the option to stay in foster care up until 90 days past the end of the declared DC public health emergency. Due to the public health emergency being declared ended as of July 25, 2021, these youth all exited by October 25, 2021. Two youth were excluded from this measure because of incarceration at the time of their 21st birthday when they aged out of foster care.

In total, 87 percent (n=39) of the youth secured stable housing. Twelve youth resided at Wayne's Place while six found independent housing. Another six returned to family and eight remained with foster parents. In addition, seven youth found other stable housing options, including entering the military, residing at and attending college, and receiving housing through the Department of Disability Services (DDS).

The remaining six youth were able to achieve housing, but the stability of that housing did not meet the criteria for this measure. Unstable housing applied to one youth who was couch surfing among relatives, one youth with a temporary extension to DYRS housing while researching other options, two youth residing in shelters, and another two youth residing with family without CFSA being able to confirm the housing was stable. OYE Aftercare Services remain in place for these youth should they reach out after exiting foster care.

Figure 74. Housing Outcomes for Youth Aging Out, July-December 2021



Source: *FACES.net report CMT367 and OYE manual data*

Conclusion

While performance fell slightly below the required 88 percent standard, CFSA still considers this measure **achieved** due to missing the measure by one percent.

34. Enrollment in/Completing Vocational Training

Measure

70 percent of applicable older youth will be enrolled in or would have recently completed vocational training or a certification program.

Methodology

To assess performance, CFSA utilizes manual data retained by the Office of Youth Empowerment (OYE). CFSA analysts examine the OYE data to determine each youth's status for the monitoring period: 1) the youth was enrolled in a program, 2) completed a program, or 3) withdrew from a program.

2021 Performance

50 percent of the youth (1 of 2) who were enrolled in a vocational training or certification program maintained their enrollment or completed the training or certification program.

Historic Information

CFSA and private agency social workers are responsible for identifying older youth who are disconnected from productive life activities (education, vocational training, employment, etc.) and requesting assistance from OYE. Either the supervisory educational resource specialist or the LifeSet supervisor will follow up with the social worker to identify the most appropriate next steps for the youth.

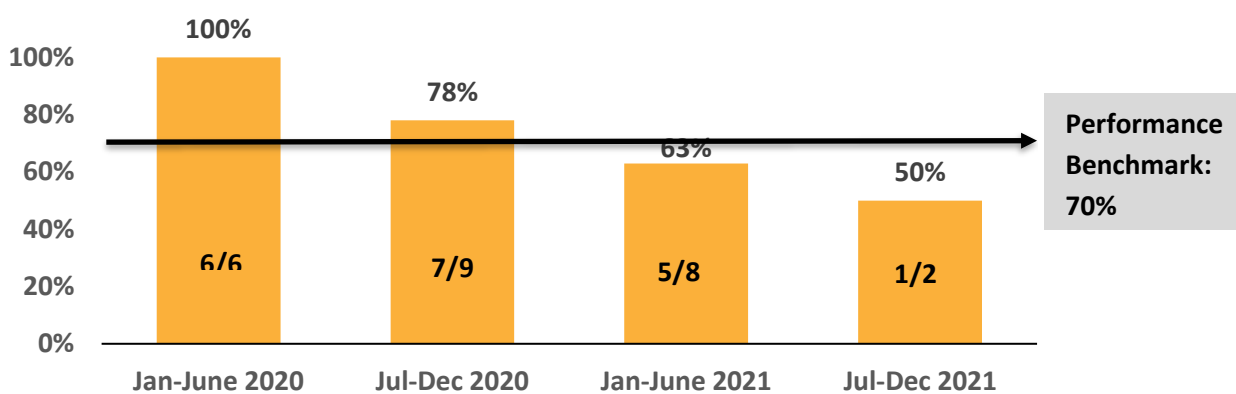
Youth can be connected to different programs. For example, the LifeSet program is a comprehensive program with an intensive, established model that helps older youth overcome barriers as they transition from foster care. This program assists older youth with remaining engaged or re-engaging with productive life activities such as vocational programming/training, education, employment, and career opportunities. CFSA also provides internship programs, Department of Employment Services (DOES) employment opportunities and the Rehabilitation Services Administration (RSA). Additionally, OYE provides employment services and vocational supports as an essential part of preparing youth for a self-sustaining income before, during, and after their transition from foster care. For youth interested in pursuing a vocational trade, OYE partners with public and private job-training programs and employers to offer youth opportunities for work experience, vocational training, certification, and sustainable employment. Social workers can assist youth with enrolling in these programs and can seek additional information and knowledge about vocational and certificate programs from the Independent Living Team within OYE.

During the January through June 2021 timeframe, eight youth were enrolled into vocational training or a certification program. Three youth completed medical assistant training and certification in nursing assistant programs. Two youth continued to attend and work toward completing their plumbing and certification in nursing assistant program at the close of the review period. Three youth withdrew from their programs; thus, performance for this measure was 63 percent.

Analysis

Two youth continued their vocational training or certification program during the July through December 2021 monitoring period. One youth completed medical assistant training. One youth transitioned to employment without completing their vocational plumbing program (see Figure 75). No additional youth enrolled into vocational training or certification programs during the monitoring period.

Figure 75. Vocational Training, 2020-2021



Source: Manual data from OYE

There is low utilization of vocational training and certification programs. In recent years, CFSA introduced LifeSet as a program to work specifically and more intensively with disengaged youth. However, there are specific enrollment criteria and youth must be willing to actively participate. The program is not designed for youth with significant mental or behavioral health diagnoses. Youth

continue to have the choice to explore other options such as attending college or seeking employment.

In order to further improve the provision of vocational services to appropriate youth, OYE has intentionally partnered with the Department of Employment Services (DOES). As of March 2022, a DOES liaison is part-time on-site at CFSA headquarters. As CFSA identifies youth who could benefit from supportive services, the liaison will assist in identifying employment and internship opportunities, and also ensure proper placement within DOES programs. Specifically, the liaison will identify placement and referral into the following programs:

- The In-School Program provides academic enrichment activities, work-readiness skills, leadership development, and other resources. This program supports youth transitioning from high school either to post-secondary education, advanced training, unsubsidized employment, or a military career.
- The Out-of-School Program provides key career or internship opportunities for youth who may have dropped out of school.
- The Pathways for Young Adults Programs provides vocational and internship opportunities geared toward the placement of youth who seek short-term opportunities that will develop into long-term career prospects.

Conclusion

CFSA considers this measure not achieved.

35. Graduation from College

Measure

20 percent of the youth who started college five years prior will graduate (i.e., 20 percent of all youth who started college in 2016 should have graduated by 2021).

Methodology

To assess performance, CFSA utilizes manual data retained by the Office of Youth Empowerment (OYE). OYE monitors and update youth's academic progress through the financial support given from the Education and Training Voucher (ETV). Youth are required to submit their academic performance in order to receive this funding. OYE provides the data at the end of the fiscal year to account for youth completing summer school. CFSA analysts review the OYE data to determine each youth's enrollment and graduation status for the full school year.

2021 Performance

Sixteen percent (n=4/25) of youth who started college in 2016 graduated from college in 2021.

Historic Information

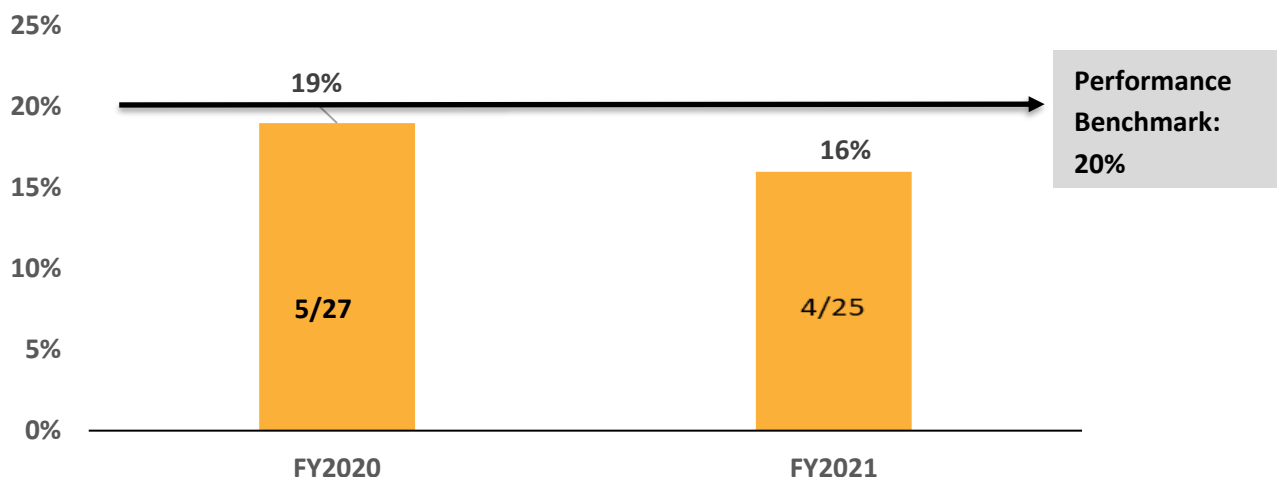
CFSA increased the target to 20 percent in FY 2020. The FY 2019 target for this measure was 10 percent with a performance achievement of 11 percent that year. CFSA continues to work toward this goal by supporting and encouraging youth to achieve college graduation. OYE provides financial support and academic advisement through their assigned specialists. The specialists engage the youth and become a part of their team to guide the youth from the application process to the

youth's graduation. OYE also facilitates access to the Education and Training Voucher (ETV), which provides specialized federal funding for youth in foster care. Administered by OYE, ETV funds support eligible youth with their college and vocational aspirations until the youth reaches 23 years old. CFSA youth also have access to the specialized funding from the D.C. Office of the State Superintendent of Education such as the D.C. Tuition Assistance Grant. OYE specialists and CFSA staff further encourage and support foster care youth with applications for scholarships and grants.

Analysis

In 2016, 25 youth started college with four achieving graduation within 5 years. Ten of the youth left college to enter into employment. One youth continued attending college and will graduate soon after this review period. Two youth withdrew from college and began vocational programming. Those youth, however, are not represented in the vocational programming measure for this report, due to not entering or continuing a vocational program during the July-December 2021 monitoring period. CFSA is unable to report the status of eight youth who left college prior to graduation, since once youth exit care and no longer seek support from CFSA they are not required to provide updates and information.

Figure 76. College Graduation Rate, FY 2020-FY 2021



Source: Manual data from OYE

Youth leave the college experience for varying reasons, including limited academic preparation prior to enrolling in college, changes in their desire to complete college, and other personal issues. With limited academic preparation, youth may have to complete remedial noncredit courses that do not count towards the credits required to graduate. This experience can be a hurdle, showing youth what college requires and causing them to change their desire to complete college at this time. For youth who remain in college, CFSA assists the youth with accessing campus support services and other supports to maintain good academic standing. If youth decide they no longer want to complete college at that time, CFSA continues to provide the support needed for the youth to navigate and transition throughout adulthood appropriately. Youth who have exited foster care can

still continue to access supports through Aftercare and Post-Permanency services. Youth can also receive referrals to community resources and services.

Conclusion

CFSA considers this measure not achieved.

COMMITMENTS

A. ONGOING COMMITMENTS: SELF-REGULATION AND PUBLIC REPORTING

1. ***Creating and updating policies; ensuring current policies are available on the online policy manual accessible through CFSA's website and intranet; and training staff on new policies within 45 days of finalization.***

CFSA updated the Secondary Traumatic Stress policy (October 2021) and the Youth Clothing Allowance Policy (November 2021). CFSA developed the COVID-19 Vaccination for Children in Out-of-Home Care administrative issuance (November 2021). The policies are available on CFSA's website. CFSA determined that staff training was not necessary for the Youth Clothing Allowance and COVID-19 Vaccination policies. While posting the Secondary Traumatic Stress policy occurred in October 2021, staff training on the contents of the policy and the referral portal happened before the policy issuance, and the information was incorporated into pre-service training in December 2021. The policy was reflective of the practice. ⁸⁸

2. ***Continuing to strengthen CFSA's continuous quality improvement (CQI) processes and use the information to self-regulate, evaluate, and adjust practice and policy decisions; and continue to support a public reporting process, with quarterly and annual reports available on CFSA's website.***

Updated quarterly, the CFSA data dashboard includes an interactive format of CFSA data. The CFSA Data Dashboard reports section and the CFSA website includes both local and federal publications. The CFSA newsroom on the website includes CFSA testimony to the DC Council and information about performance oversight and budget requests.

- <https://cfsadashboard.dc.gov/>
- <https://cfsadashboard.dc.gov/page/informational-reports>

Since September 2019, the Program Outcomes Unit in the Office of the Director, the program management staff, and the Performance Accountability and Improvement Administration, analyze data specific to monthly performance benchmarks. During "The Finish Line" monthly meeting, "champions" (program managers) from Entry Services, Program Operations, and OPPPS present the data to a panel of CFSA leadership (deputy directors and the chief of staff). In addition to presenting the data, the

⁸⁸ The term "training" includes both a formal and an informal means to provide information, including classroom, management team meetings, and program team meetings. Internal and external stakeholders receive information about new and updated policies in CFSA newsletters. Minimal changes to policy will not necessitate a formal training. Managers are expected to reinforce changes with their teams.

champions discuss strategies used to improve performance, as needed, and answer questions posed by the leadership panel.

Further strengthening CFSA's CQI processes, a forum called the "4 Pillars Huddles" began in FY 2022. Supervisors present information on data not included in the monthly Finish Line meetings. The purpose of these huddles is to ensure that leadership consistently receives input and insight from the front-line staff, and by extension, also builds supervisory capacity. The first Four Pillars Huddles were about Family First DC, Contracts and Monitoring, Family Team Meetings and Kinship care.

The following reports were published on CFSA's website:

- January 14, 2021, Newborn Safe Haven Program
<https://cfsa.dc.gov/publication/newborn-safe-haven-annual-status-report-2020>
- February 1, 2021, FY2020 Annual Public Report
<https://cfsa.dc.gov/publication/2020-annual-public-report>
- February 28, 2021, Grandparent Caregivers Program and Close Relative Caregivers Program Annual Status Report 2020
<https://cfsa.dc.gov/publication/cfsa-grandparent-caregivers-and-close-relative-caregivers-programs-annual-report-2020>
- February 28, 2021, Office of the Ombudsman Annual Report 2020
<https://cfsa.dc.gov/publication/cfsa-ombudsman-annual-report-2020>
- April 26, 2022, 2021 Child Fatalities Review: Data Snapshot
<https://cfsa.dc.gov/sites/default/files/dc/sites/cfsa/publication/attachments/2021%20Child%20Fatalities%20-%20Data%20Snapshot%20vF%20-%2004.20.22.pdf>

3. CFSA continues to complete and make public an annual Needs Assessment and Resource Development Plan, and report on Financial Support for Community-Based Services

The FY 2021 Needs Assessment is posted on the CFSA Website and can be accessed at this link
<https://cfsa.dc.gov/publication/needs-assessment-and-resource-development-plan>.

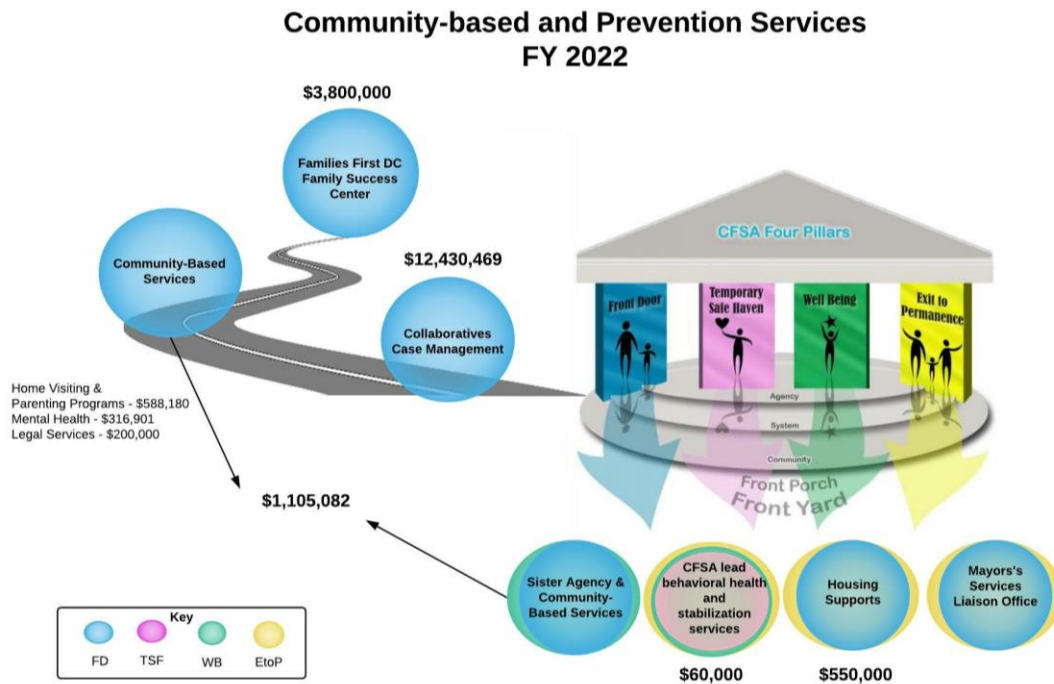
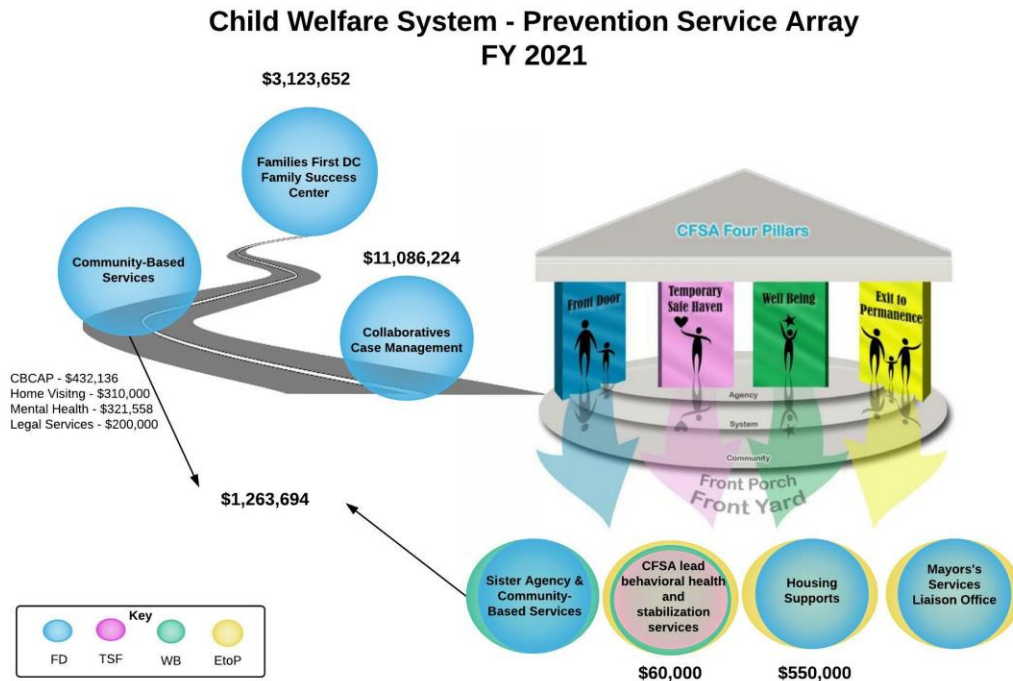
The Resource Development Plan is a compendium document used to inform the FY23 budgeting process currently underway.

CFSA provides funding for community-based organizations to support families known to the child welfare agency such as the Healthy Families/Thriving Communities Collaboratives. The Collaboratives provides case management services and evidence-based programming to children and families in Wards 5, 7, and 8.

In addition, CFSA funds programs to prevent children and families from being known to CFSA through the 10 neighborhood-based Family Success Centers. To assist relatives who are caring for their younger family members, CFSA also provides monthly financial assistance to eligible District residents caring for

grandchildren, nephews, nieces, siblings, and cousins through the Grandparent Caregiver's Program and Close Relative Caregiver's Program.

Please see below for additional information regarding funding for community-based services in FY 2021 and FY 2022:



4. Continuing to conduct Quality Service Reviews (QSRs) for at least two years after exit from Court jurisdiction, and at least once every two years thereafter.

CFSA continues to utilize Quality Service Reviews (QSRs). CFSA has staffing and a programmatic infrastructure to conduct 140 QSRs annually. QSR's are an integral qualitative continuous quality improvement process used to inform practice and policy changes. The 2021 reviews concluded in FY 2022 Q1. Planning for the 2022 QSR reviews has commenced, and the reviews began in January 2022 starting with the In-home Administration. The 2021 Annual Quality Services Review can be found at this link:

<https://cfsa.dc.gov/sites/default/files/dc/sites/cfsa/publication/attachments/QSR%202021%20Annual%20Report%20%28FINAL%29.pdf>

B. ONGOING COMMITMENTS: 90 PERCENT OF CFSA STAFF WILL MAINTAIN CASE LOAD STANDARDS

- Social workers conducting investigations of abuse and/or neglect will not exceed 1:12 investigations.
- Social workers providing services to children and families in which the child or children are living in their homes shall not exceed 1:15 families.
- Social workers providing services to children in placement, including children in emergency care and children in any other form of CFSA physical custody, shall not exceed 1:15 children in foster care.
- Staff having responsibility to conduct home studies shall not exceed 30 cases.

All caseload standards have been met throughout the reporting period.

SETTLEMENT ADDENDUM COMMITMENTS

On April 22, 2021, CFSA and the plaintiffs added an addendum to their settlement agreement that added three commitments.

A. Standards in Section IV.G

In establishing its standards as outlined in Section IV.G. of the Agreement, CFSA will, in collaboration with the IVA and in consultation with plaintiffs' counsel, include meaningful metrics that measure CFSA's performance regarding placement stability, parental visitation, child and family visitation, and permanency, including both reunification and access to subsidized guardianship and adoption.

CFSA worked closely with CFSA Leadership and Chapin Hall to develop meaningful measures for placement stability, parental visitation, and permanency, including both reunification and access to subsidized guardianship and adoption. Best practices and research on other jurisdiction's measures were considered when deliberating performance measures. CFSA presented the proposed measures to

the IVA on November 9th in preparation for a meeting with the Plaintiff on November 19, 2021. CFSA continued collaboration with the IVA, who consulted with the plaintiff to finalize the measures. The IVA notified CFSA on March 29, 2022, of their agreement with the measures, please see the Appendix for a list of the updated measures.

B. Professional Resource Parents

CFSA will solicit and recruit for four additional professional resource parents to care for a minimum of four children and a maximum of eight children, ages eight – 12 who present with significant behavioral and mental health concerns. Children placed in these resource parents will receive trauma-informed therapeutic supports to stabilize the placement and expedite permanency. CFSA will developed a scope of work in May2021 initiated a recruitment process in June 2021, and selected resource parents by September 2021. Licensing was completed approximately 150 days after selection. This provision replaces Section II.A of the Agreement.

As of December 31, 2021, two of the three TIPP parents are licensed, and a third parent was licensed by January 15, 2022. The fourth parent who was initially selected withdrew their name from consideration. A replacement TIPP parent was selected, and all parents were licensed and with active contracts as of April 15, 2022.

C. Stabilization Staffings

To address placement stability, CFSA will implement Placement Stability Staffings by the 10th day of any initial placement or within five days of a replacement. The Placement Stability Staffings are meetings between identified team members to gather and review medical, social, behavioral, educational, and other relevant information that will help stabilize placements and/or prevent current or future placement disruption. CFSA will implement this process for all new entries into foster care by June 7, 2021, and for replacements by August 1, 2021.

As of March 31, 2021, CFSA and our partners conducted a total of 127 Stabilization Staffings for initial/re-entry/replacement and disruption placements. Three months after those placements and staffings occurred 64 percent (81/127) remained stable in their placement (youth did not experience a placement move). Of the 36 percent (46/127) of youth who experienced a placement change, 39 percent (18/46) moved to a Kinship placement.

The quality of placement moves is an important factor CFSA considers when a youth is moved to a new placement. Of the 28 youth who experienced a non-Kinship placement move (see Figure 77), almost half (46%) went from a traditional family-based placement to another traditional family-based placement (same level of placement). 26% of youth moved to a higher level of care or more restrictive placement (step-up). 15% of youth (n= 4) moved to a lower level of care/less restrictive placement (step-down).

Additionally, eight youth exited to reunification within this review period.

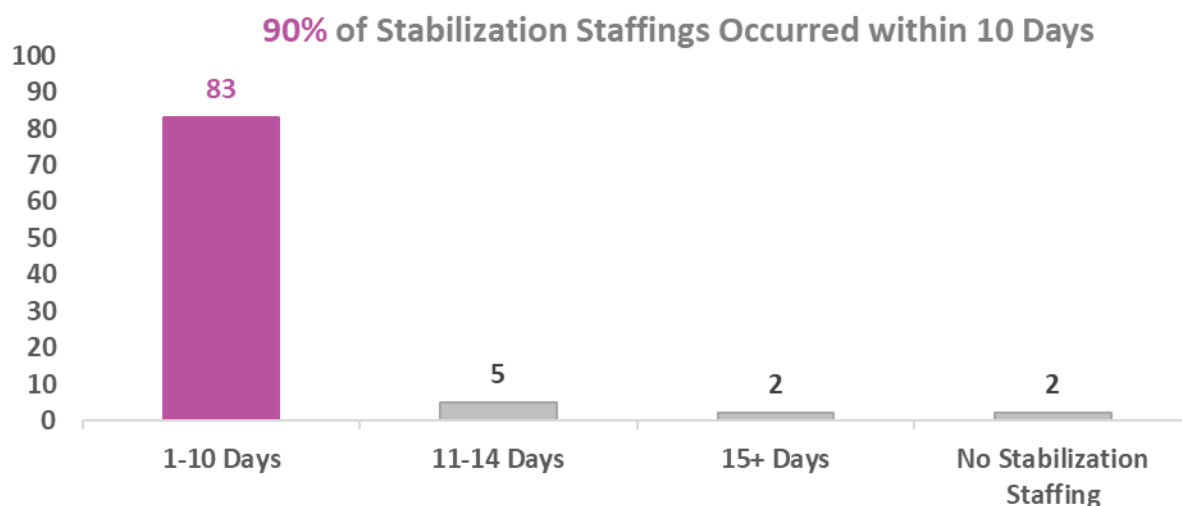
CFSA will complete a deeper analysis on the youth who remained stable and on the youth who disrupted as part of our next step strategy in the upcoming Annual Needs Assessment Report focusing on Placement Stability.

Figure 77. Breakdown of 28 youth who experienced a non-Kinship placement change: July-December 2021

Placement Change Type	From	To	# of Children	% of Children
Same	Traditional Placement	Traditional Placement	13	46%
Same	Emergency Placement (SB)	Group Home	2	7%
Same	Group Home	Group Home	2	7%
Step Down	Emergency Placement (SB)	Traditional Placement	2	7%
Step Down	Emergency Placement (SB)	SOY (Specialized Opportunities for Youth) Home	1	4%
Step Down	Group Home	SOY (Specialized Opportunities for Youth) Home	1	4%
Step Up	Emergency Placement (SB)	Correctional Facility	2	7%
Step Up	Group Home	Correctional Facility	2	7%
Step Up	Emergency Placement (SB)	Abscondence	1	4%
Step Up	Traditional Placement	Group Home	1	4%
Step Up	Group Home	Not in Legal Placement	1	4%
Total			28	100%

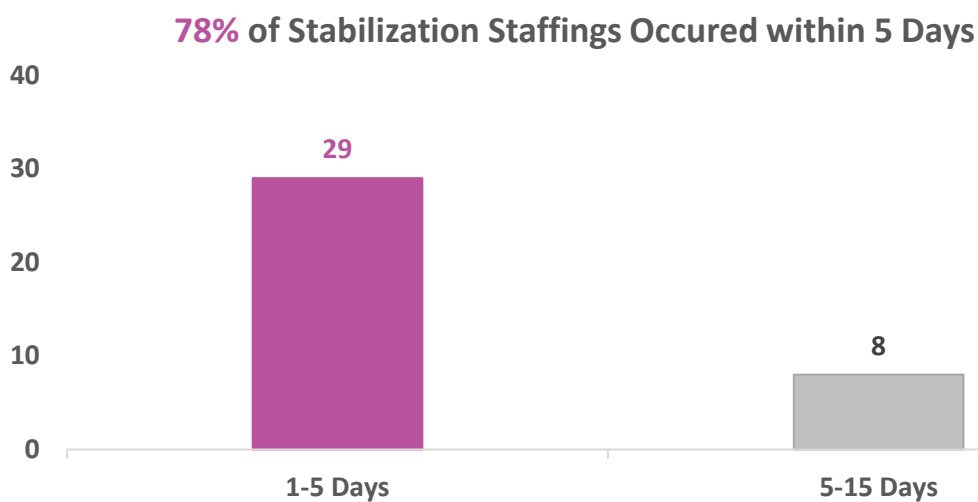
Source: Manual data from the Placement Administration

Figure 78. July 2021 – December 2021 Stabilization Staffings: Initial Entries and Re-Entries into Foster Care



Source: *FACES.NET PLC010 and manual data from the Placement Administration, entry dates of July 1, 2021 to December 31, 2021*

Figure 79. August 2021 – December 2021 Stabilization Staffings: Replacements and Disruptions



Source: *FACES.NET PLC257 and manual data from the Placement Administration, placement moves dates of August 1, 2021 to December 31, 2021*

INDEPENDENT VERIFICATION AGENT ASSESSMENT

INDEPENDENT VERIFICATION AGENT (IVA) VALIDATION REPORT

For many years, the Center for the Study of Social Policy (CSSP) served as the court-appointed Monitor in the *LaShawn A v. Bowser* class action, which required comprehensive reform of the District’s child welfare system. In this role, CSSP collected, analyzed, and reported quantitative and qualitative data on the District’s performance toward meeting agreed upon metrics pertaining to all aspects of child welfare practice, including child protective services, appropriate and stable placements, timely permanency for children in foster care, provision of health care services, training for staff and resource parents, among other areas. Following progress by the District in meeting the terms of the *LaShawn A v. Bowser* mandates, in June 2021, the Honorable Thomas F. Hogan of the United States District Court for the District of Columbia dismissed *LaShawn A v. Bowser* from federal oversight, and the Parties entered into a Settlement Agreement which outlined contractual obligations between the Parties.

Under the terms of the Settlement Agreement, the District is required to prepare and issue public performance reports for two six-month periods – January through June 2021, and July through December 2021 – that will be validated by CSSP, whose role changed from court-appointed Monitor to Independent Verification Agent (IVA). The goal of this transition is to provide a 12-month period in which primary responsibility for data collection, analysis, and public reporting is shifted to the District’s Child and Family Services Agency (CFSA), with external validation by the IVA to ensure reliability of reported performance. Preceding this Supplemental Report (titled Validation Report of the Independent Verification Agent) is CFSA’s second public report discussing July through December 2021 performance.

Methodology and Preparation of the IVA’s Validation Report

The IVA worked with CFSA to collect, analyze, and validate performance data on agreed upon metrics for the period of July through December 2021. The IVA has also received and reviewed documentation from CFSA on their performance with respect to the “additional commitments” outlined in the June 2021 Settlement Agreement and Addendum.

The IVA has determined based on these validation activities that **all of the current performance data related to these metrics are accurate**. The IVA **did not validate** all contextual or illustrative data and information, or historical data provided by CFSA within this report; the only data validated as accurate by the IVA are performance data for July through December 2021 on agreed upon performance metrics.

The primary sources of information used to validate CFSA's performance are: 1) data provided by CFSA, including aggregate and back-up data for select measures, and 2) information gathered through access to electronic case records in FACES.NET.⁸⁹ Supplementary verification activities were conducted by the IVA for the following measures:

- Validation of Timely Initiation of Investigations. CFSA and the IVA jointly conducted a review of all investigations closed in August and December 2021 in which contact was not made with all alleged victim children within 48 hours of the referral to the Hotline to assess if necessary efforts and attempts were made to locate and interview the children.
- Validation of Timely Closure of Investigations. The IVA reviewed investigations closed between July and December 2021 to assess if extensions to allow for closure of the investigation beyond 35 days were appropriately utilized.
- Assess the Quality of Investigations. CFSA and the IVA jointly conducted a review of a statistically significant sample of child protective services (CPS) investigations closed in September 2021 to assess the quality of investigations conducted during the reporting period.
- Validation of Visits between Parents and Workers and Parents and Children. The IVA conducted validation of twice monthly visits between parents and workers, and weekly visits between parents and children, to ensure that acceptable efforts to arrange required visits were made for instances where the worker documented the visit did not occur, but efforts were made.
- Validation of Caseload Data. The IVA validated caseload size and assignment of cases between July and December 2021 for caseworkers within Entry Services – including CPS investigations and in-home services – and permanency.
- Quality Service Reviews. The Quality Service Review (QSR) is a case-based qualitative review process that requires interviews with the key persons who are working and are familiar with the child and family whose case is under review. Using a structured protocol, trained QSR reviewers interview key stakeholders – including the focus child and caregivers – and review case documentation in FACES.NET, synthesize the information gathered, and rate the child's status and functioning and how the system is performing to support the child and family. IVA staff and their contracted reviewers are lead reviewers for approximately two QSRs each month that reviews are conducted and participate in most weekly oral case presentations.⁹⁰
- Placement Disruptions. The IVA reviewed select data on reported monthly placement disruptions experienced by children in care during the reporting period.
- Validation of Timely Licensure of Foster and Adoptive Parents. The IVA conducted additional validation of data for those foster parents whose licensure took more than 150 days from beginning training to receiving a license to determine if the delay was due to circumstances outside of the District's control.
- **Other Verification Activities.** The IVA and staff continue to meet frequently with senior leadership and managers at CFSA, participate as a member of the City-wide Child Fatality Review Committee, and routinely collect information from external stakeholders, including contracted service providers and advocacy organizations.

⁸⁹ FACES.NET is CFSA's State Automated Child Welfare Information System (SACWIS).

⁹⁰ The IVA provided reviewers for 16 QSRs between January and December 2021. Each case is presented to a panel consisting of CFSA representatives from the QSR unit, and IVA staff to ensure inter-rater reliability on QSR ratings.

Assessment

Overall, CFSA's performance between July to December 2021 reflects stable practice since the prior six-month period, with similar strengths and challenges as in CY2020. Based on the performance data, the IVA believes that planned exit from external oversight, initially from the court under the *LaShawn* Orders and now from the IVA, remains on track.

As is true nationally, the impacts of the COVID pandemic remain a barrier to performance in some areas of practice. Of the 33 measures assessed this period, CFSA met the established standard for 17 (52%) measures, partially achieved the standard for two (6%) measures and did not meet the expected level of performance for 14 (42%) measures. Strengths in practice and performance include:

- The quality of CFSA's investigative practice continued to exceed the required level of performance, with 89 percent of investigations closed in September 2021 to be of acceptable quality.
- CFSA exceeded required performance for caseload standards for child protective services investigators, in-home workers, and foster care workers.
- QSR data for CY2021 evaluating practice for assessing and planning for child safety for children in foster care found 93 percent of cases were acceptable.
- CFSA and its private providers improved performance for approval of new foster homes within 150 days (from January through June 2021 performance of 79%, to 89% between July and December 2021).
- Timely completion of medical evaluations for children within 30 and 60 days after their entry into care continued to meet required levels most months of the period, although CFSA continues to struggle to ensure all children receive a full dental evaluation within 60 days of entering care.

Despite the many strengths that CFSA's performance demonstrates, the fact that almost half (42%) of the measures have not met performance standards suggests that even while meeting the expectations of the Settlement Agreement, there are still many important areas of improvement for CFSA to pursue. The IVA believes that the CFSA Director and its leadership team share that conclusion. Those measures not achieved include:

- Timely initiation of investigations declined from the prior period (94% in May 2021, to 80% in November 2021), and is below the performance standard of 95 percent. Increased and continued vacancies within child protective service worker positions have contributed to this decline.
- Completion of required visits between children and their parents has declined over the past several periods, from 75 percent in October 2020 performance, to 67 percent in May 2021, and 59 percent in November 2021.
- The standard for stability of placement for children in care between eight days and less than 12 months was not met during any month this period; the standards for placement stability for cohorts of children in care longer than 12 months were met most months.

- The number of overnight stays in the CFSA office building continued to rise, with two overnight stays between July and December 2020, four overnight stays between January and June 2021, and 12 overnight stays between July and December 2021.
- Several outcomes for older youth were below the standard targets; specifically, 68 percent of 12th graders in care graduated from high school (below the target of 70%), 29 percent of youth aged out of foster care (almost double the standard of no more than 15%), and 16 percent of children who started college five years prior graduated (below the target of 20%).

To address the gaps in the placement array and placement instability experienced by some children in care, CFSA has continued work to implement the additional commitments outlined in the Settlement Agreement and its Addendum. These include:

- *Solicit, Recruit, and License Four Professional Resource Parents*
In September 2021, CFSA and a private provider partner selected four professional resource parents trained in trauma-informed care to provide intensive support for children ages eight and older (focus population of children eight to 12 years old) who have mental and behavioral health concerns which make family-based placements challenging. CFSA reports three of the professional resource parents were licensed by January 15, 2022, and the fourth was licensed and accepting placements as of April 15, 2022.
- *Maintaining a Surplus of Foster Home Placements*
CFSA has reported maintaining a surplus capacity of between 25 and 35 percent licensed foster care placements (including non-kin foster homes and congregate care placements) each month between July and December 2021. CFSA's data system is not currently able to provide information on the number and percentage of homes that are licensed but unavailable at any given time due to, for example, vacation, home renovations, or illness, nor is there data available to identify which licensed homes have not received or accepted a new placement within a set period of time (such as six or 12 months). CFSA and its private providers licensed a total of 191 new kin and non-kin foster homes between FY2021 and Q1 of FY2022; 234 homes closed during the same time period resulting in a net loss of 43 homes.

In April 2020, CFSA hired a full-time staff person responsible for developing and carrying out a recruitment plan to identify, license, and maintain foster homes. CFSA reports this staff person remained employed as of December 31, 2021.

- *Ensure Accessibility for Clinical and Therapeutic Services*
CFSA has reported maintaining four in-house behavioral health therapists, a behavioral health supervisor, and a psychiatric mental health nurse practitioner during the period under review. During this period, CFSA assessed there were 41 children eligible for a mental health evaluation with CFSA's in-house mental health unit, and 29 of these children (71%) received an evaluation within 45 days of entering foster care; 24 children were recommended for therapy services following their evaluation. Fifteen of the children recommended for therapy received services through CFSA's in-house mental health unit; services for 12 of these children began within 30 days, and services for the remaining three were initiated within 60 days.

CFSA also reported maintaining a contract with a Core Service Agency (CSA) to provide therapeutic and crisis stabilization services to children in foster care and their families; data for July through December

2021 reflect three children were referred to the CSA for ongoing services, and services were initiated with two of these three children.

In reviewing the data on utilization for this period, the IVA was again struck by the low utilization of this resource, and what seemed to be unnecessarily long lengths of time to evaluate children's needs and begin treatment services. The data stands in contrast to the expectations when the in-house unit was created.

- *Self-Regulation and Public Reporting*

CFSA has continued its efforts to collect and utilize quantitative and qualitative data to assess system performance and outcomes for children and families. These data are used to make improvements to practice, as needed, and identify where additional resources and support are needed. There are a small number of performance measures that require qualitative validation of performance as reflected in FACES.NET management reports, which cause some delay in accessing real time performance for those practice areas (such as, timely initiation of investigations). CFSA has developed new metrics for a number of these measures which will eliminate the need for qualitative reviews.

CFSA makes publicly available quantitative data⁹¹ regarding, for example, the population of children served in foster care and within their homes (including demographics and placement types), the number and types of exits from foster care, and the number of hotline calls and investigations completed each quarter. As outlined in CFSA's report, the Agency has produced and made publicly available multiple reports assessing their practice and agency functioning and need, including an annual Child Fatality report, QSR report, and Needs Assessment.

- *Stabilization Staffings*

As required by the Settlement Agreement Addendum, CFSA developed and began implementation of Placement Stability Staffings – a teaming process used to review information about a child and their needs and identify services and supports necessary to ensure stability in the placement. Data were collected and provided for initial placements beginning in July 2021 (CFSA reports 11 of 12 required staffings occurred), and replacements or disruptions in August 2021. Between August and December 2021, CFSA reports 79 stability staffings were held for initial placements (1 staffing that should have been held for an initial entry in August 2021 did not occur), and 37 placement stability staffings were held for replacements or placement disruptions.

Most (90%, or 114 of 127) completed meetings were held by the required due date, specifically 10 business days for initial placements and five business days for replacements or placement disruptions. In at least 104 of the 127 completed meetings,⁹² the child or youth did not attend

⁹¹ See CFSA's Public Dashboard at <https://cfsadashboard.dc.gov/>

⁹² Data provided are not complete with respect to child or youth attendance. Additionally, the data code a child as having attended the meeting if the child was too young to participate; the IVA did not further analyze the appropriateness of these assessments.

the staffing.⁹³ The IVA encourages CFSA to begin collecting and analyzing data on the results and outcomes of these staffings.

- *Develop Meaningful Metrics.* During this period, CSSP in its new role as the IVA continued to work with CFSA and Plaintiffs' counsel to finalize the metrics for CFSA's ongoing public reporting in CY2022 and beyond. On March 9, 2022, CFSA provided a final draft of the metrics that had been developed, and on March 29, 2022, the IVA and Plaintiffs' counsel indicated they had no further comments or feedback. The final metrics (Attachment xx to this report) include a number of additional metrics that were previously reported on as Outcomes to be Maintained in the *LaShawn* ESP. These include, among others, worker visits to families receiving in-home services, worker visits to children in foster care, placement of children under 12 years old in family-like settings, and pre-service and in-service training for staff and foster parents. The IVA believes the addition of these metrics will allow CFSA's future reports to be more well-rounded in presenting data on a range of activities, outcomes, and infrastructure support. Other notable changes to metric methodologies from prior reporting include:
 - Including all household children (not limited to alleged victim children) in timely initiation of investigations, and reporting as compliant only those in which actual contact with the children was made (no longer including as compliant those where the worker made efforts but did not make contact with the children).
 - For worker visits to parents with a goal of reunification, the assessment period has changed from the first nine months that the child is in care to as long as the permanency goal is reunification.
 - As an additional permanency metric, CFSA developed a new measure to report on the number of children with a goal of adoption or guardianship who have had a petition filed, and those that have not had a petition filed. CFSA will further assess the data for those who have not had a petition filed to identify those children with an identified permanency resource and those children who do not have an identified resource and are in recruitment for one.
 - In addition to reporting on the percentage of surplus beds and the number of homes newly licensed and closed each period, CFSA will report on targeted efforts to increase capacity within specialized placement types, such as intensive or professional foster parents. This will add more meaning to this measure to reflect if CFSA has the right array of placements to meet the needs of children in foster care.

Overall, CFSA continues on the path to meet the requirements of the Settlement Agreement. As mentioned in this chapter, the IVA believes that CFSA's efforts to improve overall performance on outcomes needs to continue, particularly in the areas of placement array, quality time between parents and children, and current efforts to stabilize the workforce. However, CFSA leadership is committed, organized, and has demonstrated that it has built the capacity for continued quality improvement.

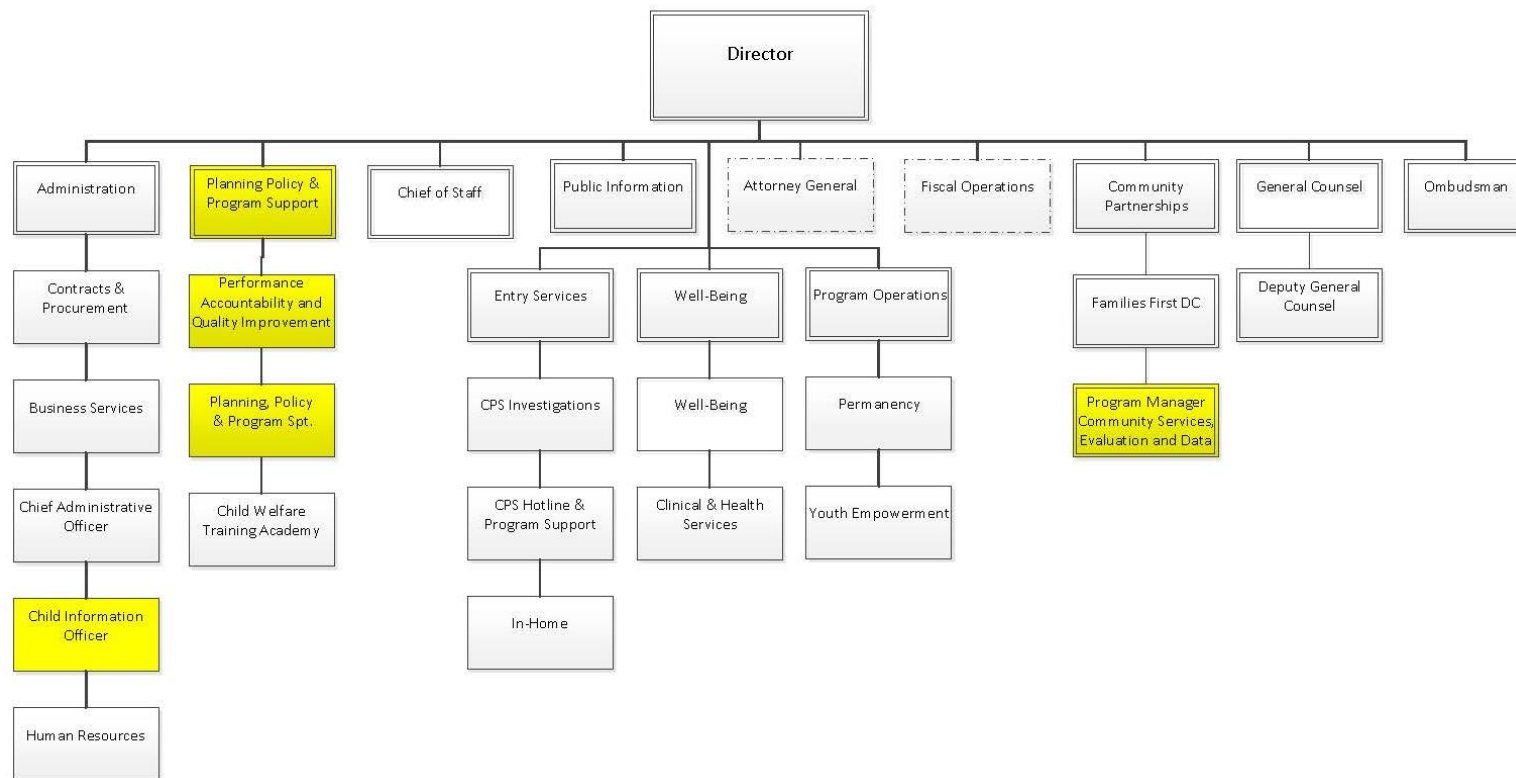
⁹³ CFSA's protocol includes the child as an optional participant who should be invited to the meeting; the required participants for the meeting are the meeting facilitator, the resource parent or congregate care staff, and the social worker.

APPENDIX A

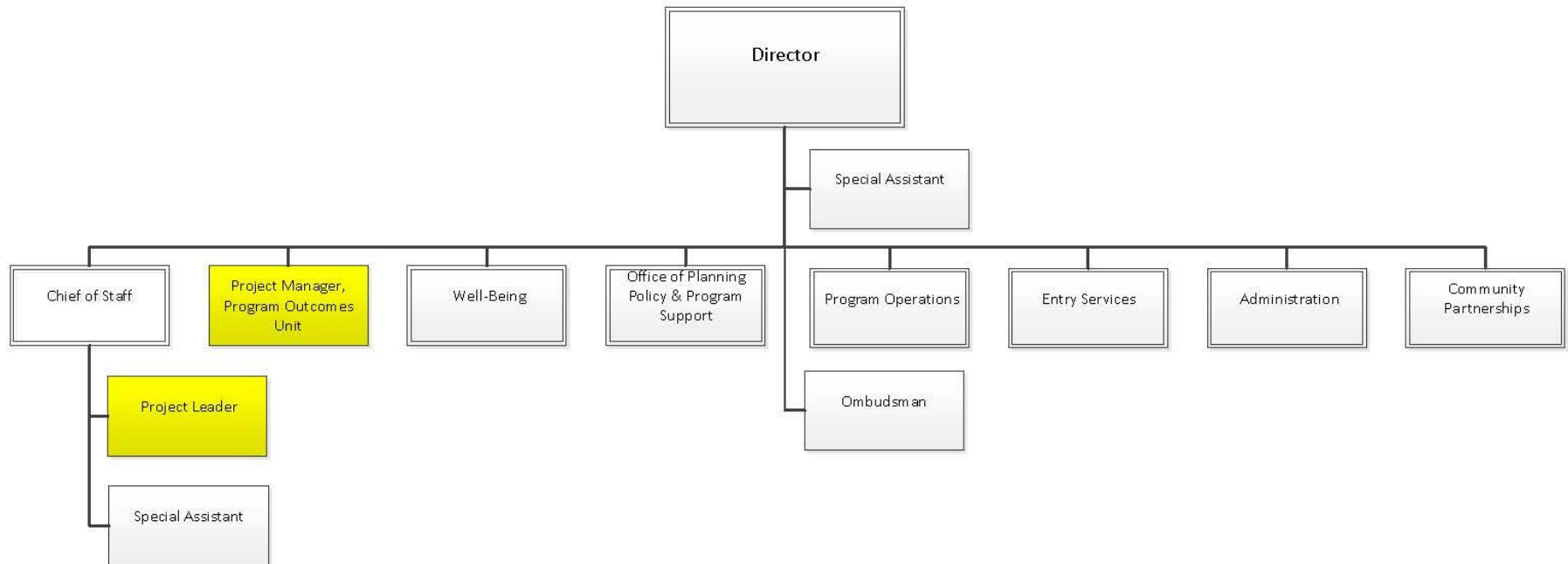
ORGANIZATIONAL CHART HIGHLIGHTING DATA PROFESSIONALS

Per the introduction on page 9, the below organizational chart highlights the data professionals embedded in program areas and within the Office of Policy, Planning, and Program Support to further CQI efforts across the agency. The first page includes the overall organizational structure and the units with a large number of key personnel for CQI efforts are highlighted in yellow. After the breakdown of the Office of the Director, the organizational charts provide more details about the positions within each of the units that are focused on CQI efforts.

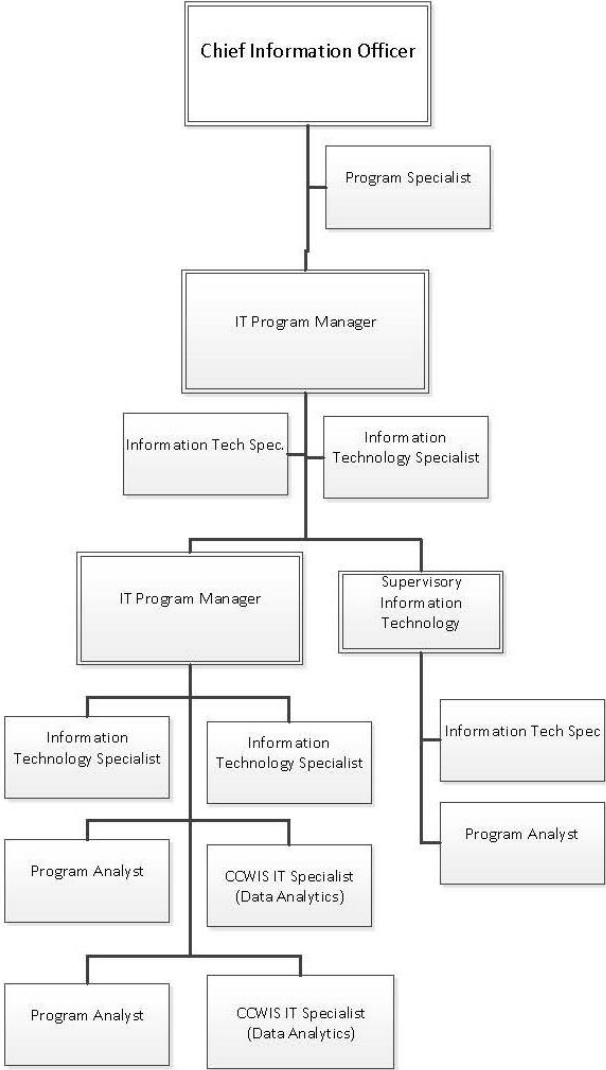
CHILD AND FAMILY SERVICES AGENCY-OVERVIEW



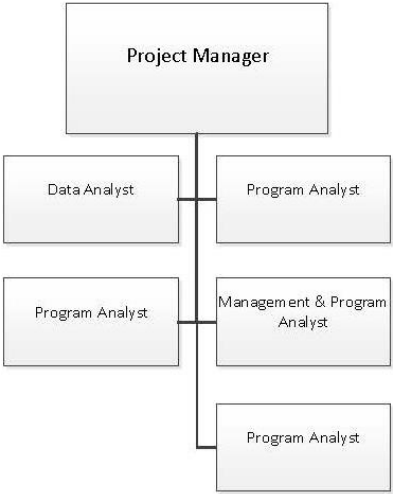
OFFICE OF THE DIRECTOR



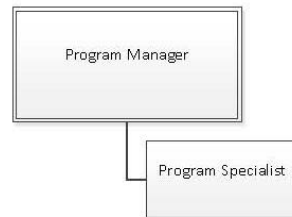
CHILD INFORMATION SYSTEMS ADMINISTRATION



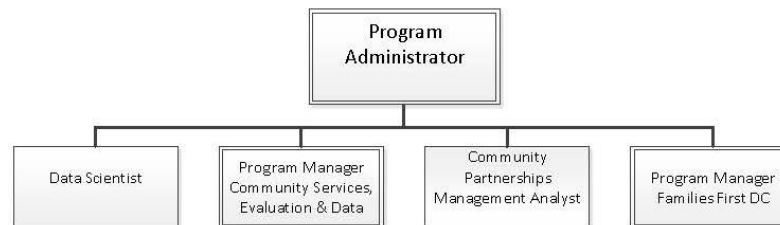
PROGRAM OUTCOMES UNIT



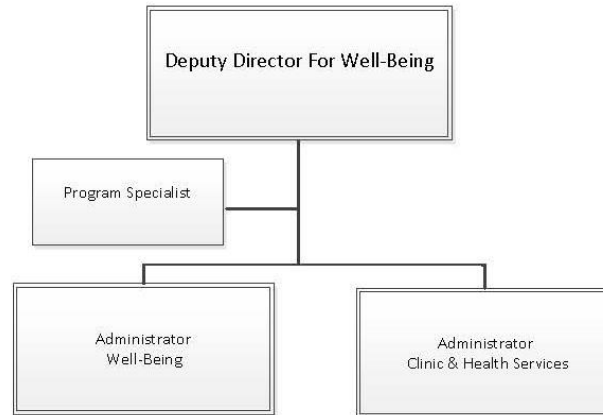
CONTRACTS MONITORING DIVISION



COMMUNITY PARTNERSHIPS ADMINISTRATION



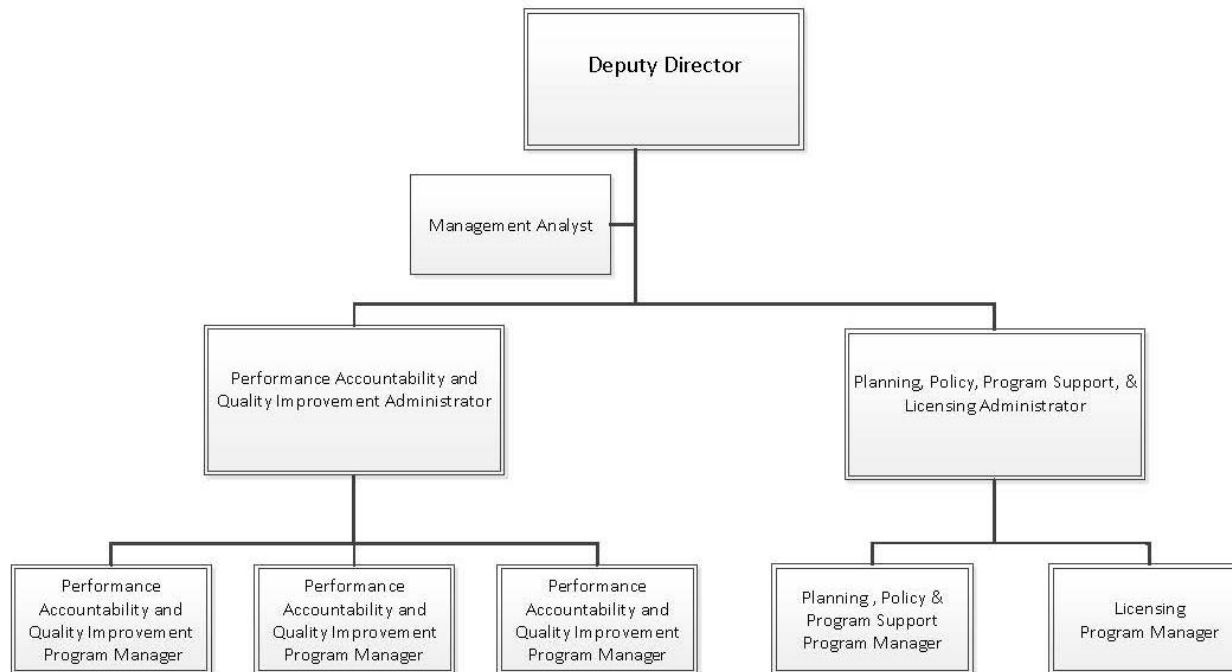
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HEALTH SERVICES ADMINISTRATION



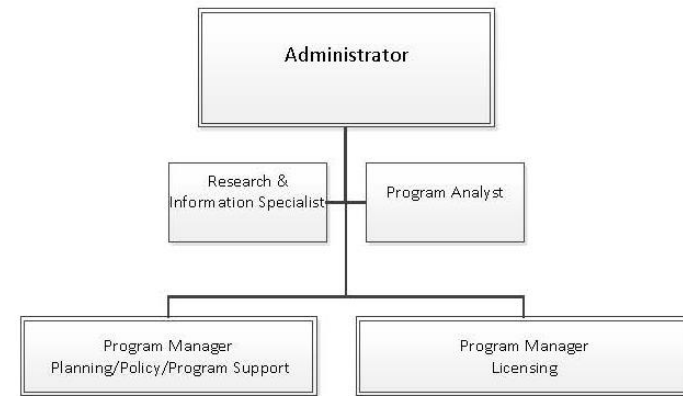
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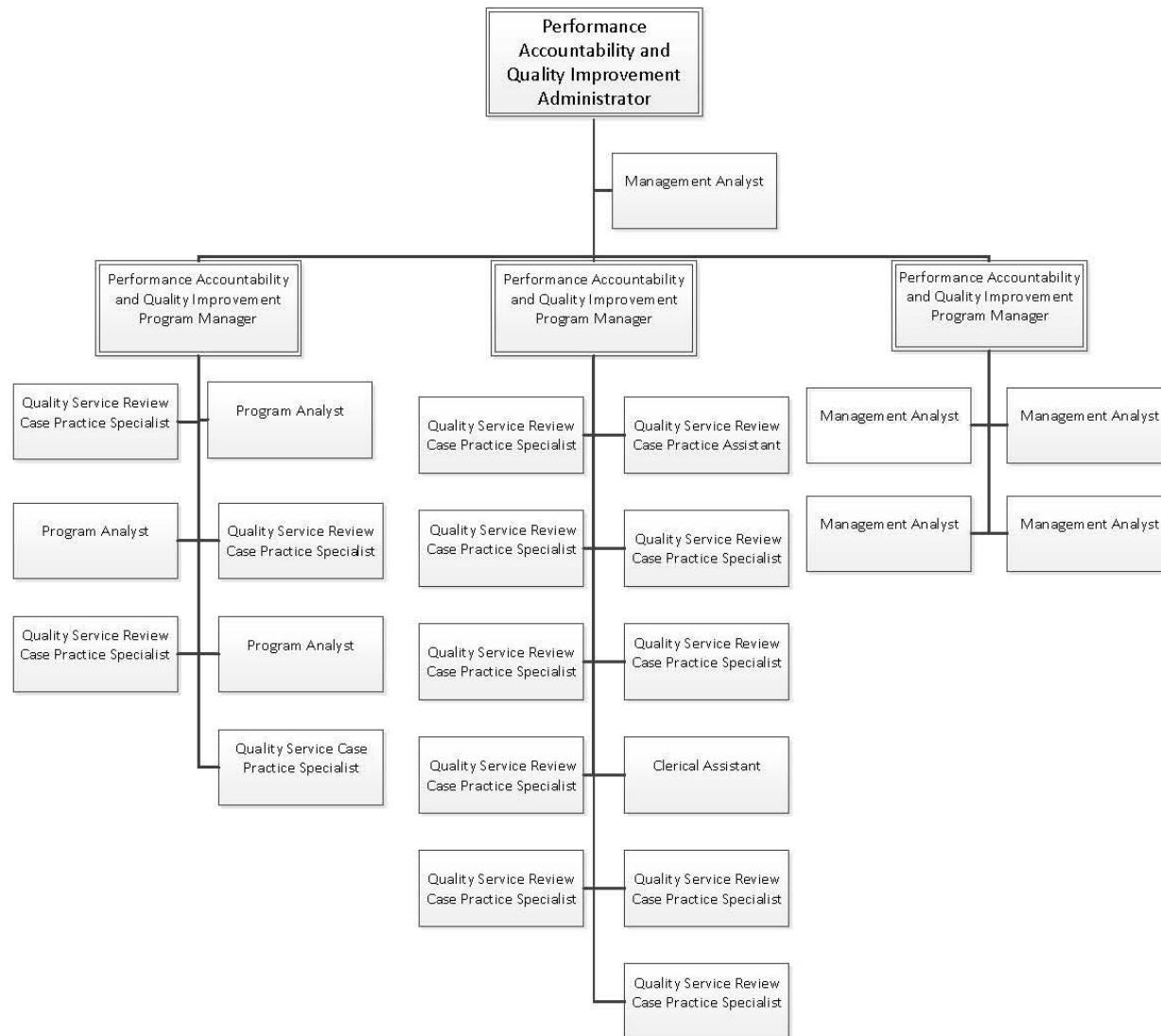
PLANNING, POLICY & PROGRAM SUPPORT



LICENSING



PERFORMANCE ACCOUNTABILITY AND QUALITY IMPROVEMENT ADMINISTRATION



Appendix B

PLACEMENT CAPACITY COMPARED TO CENSUS AS OF LAST DAY OF THE MONTH

Available Foster Homes and Congregate Homes as of last day of the month

Reporting Period	Foster Care Settings	Total Homes	Total Bed Capacity	# of Children in Care (last day of the month)	Unused Beds
Jul-21	Family Based (not including Kinship)	354	636	333	253 (35%)
	Congregate Providers	12	83	50	
	Other Settings*	N/A	N/A	83	
	Total	366	719	466	
Aug-21	Family Based (not including Kinship)	346	623	334	243 (34%)
	Congregate Providers	12	83	47	
	Other Settings*	N/A	N/A	82	
	Total	358	706	463	
Sep-21	Family Based (not including Kinship)	339	594	344	200 (30%)
	Congregate Providers	12	83	53	
	Other Settings*	N/A	N/A	80	
	Total	351	677	477	
Oct-21	Family Based (not including Kinship)	330	587	341	206 (30%)
	Congregate Providers	12	91	53	
	Other Settings*	N/A	N/A	78	
	Total	342	678	472	
Nov-21	Family Based (not including Kinship)	325	578	338	196 (29%)
	Congregate Providers	12	91	57	
	Other Settings*	N/A	N/A	78	
	Total	337	669	473	
Dec-21	Family Based (not including Kinship)	305	536	327	157 (25%)
	Congregate Providers	12	91	55	
	Other Settings*	N/A	N/A	88	
	Total	317	627	470	

Note: Children placed in kinship homes are not included in the above table or calculation.

Kinship Foster Care Settings			
Reporting Period	Total Homes	Total Bed Capacity	# of Children in Foster Care Census as of last day of the month
Jul-21	148	216	152
Aug-21	144	204	148
Sep-21	135	193	137
Oct-21	140	199	134
Nov-21	139	192	134
Dec-21	140	194	134

Other Settings*	Total Children					
	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
Residential Treatment	20	18	17	17	17	16
COVID-19 Placement/Under 21 (Non-Paid)	0	0	0	0	3	4
Abscondence	29	26	22	21	20	31
College/Vocational	0	2	4	4	3	1
Correctional Facility	8	10	8	7	6	9
Developmentally Disabled	2	2	4	3	4	3
Hospitals	5	5	7	4	5	6
Juvenile Foster Care (Non-Paid)	0	0	0	0	0	0
Not in Legal Placement	19	19	18	22	20	18
Total	83	82	80	78	78	88

*Other Settings includes residential treatment, children who are placed due to COVID-19 situation, missing, absent or abducted, college/vocational placements, correctional facilities, children in placements paid for by Medicaid such as setting for children with severe developmental disabilities and hospital placements, and not in legal placement.

Source: PRD141 report run on the 1st of the following month is used to calculate for 'Total Homes' and 'Total Beds Capacity' counts as of the last day of the reporting month. CMT232 report run on the 15th of the following month is used to get the totals for '# of Children in FC census' as of the last day of the reporting month.

Appendix C

PHASE 2 PERFORMANCE MEASUREMENT FRAMEWORK DATA TABLE

Indicator	New or Existing Standard? <i>Part of CFSA's first performance framework?</i>	Measure <i>What is the benchmark/target for the indicator?</i>	Description <i>What does this indicator measure?</i>	Methodology <i>How will it be measured? What is the numerator and denominator?</i>	Additional Notes
Pillar: Front Door					
1. Timely Initiations Source: INT052, qualitative review Reporting Frequency: Quarterly	Existing, but changing	XX% of all investigations will be initiated within 24 hours. XX% of all investigations will be initiated within 48 hours. The measures will be based on observed performance without a target set. Barriers to children not seen within the timeframe will be assessed on a quarterly basis.	Investigations of alleged child abuse and neglect shall be initiated within 24 hours after receipt of a report to the hotline of child maltreatment. CFSA will also report on the number initiated within 48 hours.	Numerator for 24-hour measure: All children who were seen outside the presence of the caregiver within 24 hours of the report Numerator for 48-hour measure: All children who were seen outside the presence of the caregiver within 48 hours of the report. Denominator: All children that are part of a household as identified at Intake in an investigation closed during the month.	CFSA will report on #/% of all children with initiations within 24 hours and 48 hours. The report will be on observed performance without a target set. CFSA will reconsider setting a target after 12 months of data has been collected. Barriers to children not seen within the timeframe will be assessed on a quarterly basis.
2. Timely Closure of Investigations Source: INV004 Reporting Frequency: monthly	Existing	XX% of investigations will be completed within 35 days RTS will be completed to determine an appropriate target.	Investigations of alleged child abuse and neglect shall be completed within 35 days after receipt of a report to the hotline of child maltreatment, including the final report of findings	Approvable extension reasons (15-day, max of two extensions): Links, Out of Jurisdiction, Unable to contact client, Unable to identify or locate, Delay in Receipt of Critical Information (clinical consultation, medical, educational, mental health/DV)	

Indicator	New or Existing Standard? <i>Part of CFSA's first performance framework?</i>	Measure <i>What is the benchmark/target for the indicator?</i>	Description <i>What does this indicator measure?</i>	Methodology <i>How will it be measured? What is the numerator and denominator?</i>	Additional Notes
				Approvable extension reasons (15-day, unlimited): Child fatality, Law Enforcement	
3. Acceptable Investigations Source: Manual data Reporting Frequency: Bi-Annually	Existing	80% of investigations will be of acceptable quality	Investigations within a randomized sample (at a 95% confidence interval with a 5% margin of error) deemed to of acceptable quality.	Numerator = Count of investigations within the randomized sample deemed to be of acceptable quality after qualitative review. Denominator = A randomized sample (at a 95% confidence interval and 5% margin of error) of all investigations closed during the calendar month under review. Exclusions: <ul style="list-style-type: none"> Investigations involving a child fatality where the decedent is the only child in the household Investigations closed as incomplete 	
4. Collaborative Engagement #1 – Community-Based Service Referrals Source: Audit review Reporting Frequency: Annually	Existing	XX% of families who have been the subject of a report of abuse and/or neglect, whose circumstances are deemed to place a child in their care at low or moderate risk of abuse and neglect and who are in need of and agree to additional supports shall be	The number of families with low or moderate risk rating and had a need for services were referred to the appropriate community-based service.	Review methodology: 1. Take random sample of closed investigations during a designated time frame where families had "low" or "moderate risk (95% confidence interval, +/- 5%)	

Indicator	New or Existing Standard? <i>Part of CFSA's first performance framework?</i>	Measure <i>What is the benchmark/target for the indicator?</i>	Description <i>What does this indicator measure?</i>	Methodology <i>How will it be measured? What is the numerator and denominator?</i>	Additional Notes
		<p>referred to an appropriate Collaborative or community agency for follow-up.</p> <p>RTS will be completed to determine an appropriate target.</p>		<p>2. Community Partnerships provides list of families referred to Collaboratives through the Portal. Any families in the sample who were referred to Collaborative are automatically marked as compliant.</p> <p>3. Unverified sample is reviewed by review team from Entry Services, Community Partnerships and PAQIA. A QC team also included representatives from Entry Services and PAQIA. Reviewers read the investigation summary and contact notes to determine whether the family had any needs and CFSA's response to those needs.</p> <p>Numerator: All families during the designated time frame with a service need who was connected to the appropriate service.</p> <p>Denominator: All families during the designated time frame with low or moderate</p>	

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				risk and an identified service need. Exclusions: <ul style="list-style-type: none"> Family is connected to pre-existing services and do not require additional referrals Family declined service referrals offered by the social worker The family does not have any service needs 	
5. Collaborative Engagement #2- New Reports Following Collaborative Case Closure Source: Collaborative scorecard Reporting Frequency: Annually	Existing	90% of families will not have a substantiated repeat report for up to six (6) months post-case closure by the Collaborative	This indicator measures the #/% of families w/substantiated repeat report w/in 6 months of collaborative case closure.	A crossmatch is completed by CISA with Collaborative report of closed cases in a designated time frame and CPS referrals in the 6 months following this time-frame. Numerator = the number of families who had a new substantiated report in the 6 months after their case with the Collaborative closed. Denominator = the total number of families with closed Collaborative cases in a fiscal year	
6. Social worker visits to children in-home Source: CMT166	New, from IEP	95% of families will be visited monthly by a CFSA social worker or private agency social worker in their home and 85% of families will be visited a	This indicator measures the visits between social workers and families being monitored in home.	Numerator: Number of families with one visit in the home; one visit at home + one visit elsewhere	

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Reporting Frequency: Monthly		second time monthly by a CFSA social worker, family support worker, RDS Specialist (Project Connect), private agency social worker or a Collaborative family support worker at the home, school or elsewhere	Analysis will also include barriers to visitation.	Denominator: Total number of families monitored through open case at CFSA and all children under age 18 and live at home Exclusions: Cases open less than 8 days	
7. In-Home safety assessments (QSR) Source: QSR Reporting Frequency: Annually	Existing	80% of cases will receive an overall acceptable rating for safety on the cases reviewed in the annual QSR sample	This indicator measures the number of children assessed as safe and adequate planning to address any safety issues that arise	Overall safety is calculated using the following measures: Child status: home, school, community and other & System status: Planning: safety. To get an overall safety rating of "acceptable", the case must receive a score of 4,5, or 6 on each of the applicable safety indicators in child status, and the planning: safety indicator. Numerator: all cases with acceptable ratings on overall safety Denominator: all cases reviewed for in-home in that year	
8. New Substantiated Reports While In-Home	Existing	No more than 9.5% of open in-home cases will experience a new substantiated investigation during the current in-home case	This indicator measures the number of open in-home cases with new substantiated investigations.	Numerator = Number of unique families who have had a new substantiated report while they have an open in-home case (if a family has more than one	

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Source: CMT404 and Tableau dashboard (for cumulative families served) Reporting frequency: Bi-Annually				additional substantiated case they will only be counted in the numerator once). Denominator = The cumulative number of families served by the CFSA In-home Administration over the six-month timeframe	
Temporary Safe Haven					
9. Social Work Visits to Children in Foster Care Source: CMT165 Reporting Frequency: Monthly	New	95% of children in out of home care will receive monthly visits by their social worker. At least 50 percent of monthly caseworker visits occur in the residence of the child	This indicator measures the visits between social workers and children in foster care.	Numerator: Number of children with one visit by the caseworker. Denominator: Number of children in foster care. Exclusions: children placed more than 100 miles from the District, children in missing/absent/runaway status for the entire month, children in care for less than 7 days	
10. Parent/Child Visits Source: CMT012 Reporting Frequency: Monthly	Existing	XX% of children with the goal of reunification will have weekly visitation with the parent with whom reunification is sought. There will not initially be a target for this. CFSA will re-explore setting a target once 12 months' worth of data has been collected.	This indicator measures weekly visits between parents and children with a goal of reunification unless clinically inappropriate and approved by the Family Court.	The Missed Visit Efforts (MVE) qualitative review will no longer be completed. Performance will be determined by completed visits only as reported on the FACES.NET management report. Numerator = the number of children with at least 4	

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				<p>completed visits during the month</p> <p>Denominator = all children with a goal of reunification.</p> <p>Exclusions:</p> <ul style="list-style-type: none"> -With suspended visits by court order -Children in missing, absent, runaway status for the entire month -Children in foster care for less than 1 week -Children in No Household 	
<p>11. Family Engagement with Their Children A: 72 Hours</p> <p>Source: TBD</p> <p>Reporting Frequency: Bi-Annually</p> <p><i>This measure will begin once STAAND is operational. FY24 is the target implementation date.</i></p>	New	<p>XX % of children birth-14 years experiencing a separation will have at least 1 parent/child family time visit within 72 hours of the separation</p> <p>This measure will not initially have a target. Once the agency has collected 12 months' worth of data, the agency will re-explore setting a target.</p>	This indicator will measure if the first visit between parent and child(ren) occurs within 72 hours of separation (removal) for child(ren) aged 0 to 14.	<p>Numerator = the number of children with a completed visit with their parents within 72 hours</p> <p>Denominator = all entries and re-entries who have been in care for at least 72 hours and are aged 0 to 14 during the timeframe</p>	This measure will require a new STAAND report to be developed and practice changes/training to ensure a coordinated parent/child visit is scheduled immediately after the removal FTM if one occurs.
<p>12. Family Engagement with the Agency A: Reunification</p> <p>Source: CMT267</p>	New	XX % of parents whose children have a goal of reunification will have at least 1 SW/parent visits per month from when the child enters care until the goal changes.	This measure replaces the parent/worker visitation measure from the phase 1 performance measurement framework.	The Missed Visit Efforts (MVE) qualitative review will no longer be completed. Performance will be determined by completed visits only as	

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Reporting Frequency: Monthly		There will not initially be a target for this. CFSA will re-explore setting a target once 12 months' worth of data has been collected.	This measure is only for children with a goal of reunification.	<p>reported on the FACES.NET management report.</p> <p>Numerator = the number of parents whose children have a goal of reunification with 1 completed visits with by SW</p> <p>Denominator = all parents whose children have a goal of reunification</p> <p>Exclusions: -Cases where children were in care/had a goal of reunification for less than 8 days</p>	
<p>13. Moving children towards a finalized adoption/guardianship</p> <p>Source: Permanency Tracker</p>	New	<p>Of total children with goal of adoption and guardianship:</p> <ul style="list-style-type: none"> the #, % of children with a goal of adoption or guardianship who have an adoption or guardianship petition filed the #, % of children with a goal of adoption or guardianship who do not have an adoption or guardianship petition filed. <p>There is no target for this measure.</p>	This indicator measures progress towards achieving the goals of adoption and guardianship.	<ul style="list-style-type: none"> Numerator: number of children with a goal of adoption or guardianship who have a motion/petition filed Denominator: Total number of children with a goal of adoption and guardianship 	<p>Data for children who do not have a petition or motion filed will be further broken out into those with an identified permanency resource and those who are in recruitment for a permanency resource.</p> <p>The analysis will also include information from PGRM's conducted during the year and trends/themes. PGRM's are conducted at regular intervals for</p>

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					all youth in care, starting once a child is in care for 9 months. Cases where permanency is not on track are prioritized.
14. Family Engagement with the Agency B: Adoption/ Guardianship Source: TBD Reporting Frequency: Monthly <i>This measure will begin once STAAND is operational. FY24 is the target implementation date</i>	New	XX % of resource parents whose children have a goal of adoption/ guardianship have at least 1 RP/SW visits per month from the time the goal changes to adoption/guardianship until permanency achievement. This measure is only for children with a goal of adoption/ guardianship and a letter of intent or petition/motion has been filed.	Target implementation date: FY24 This is new logic and will require significant STAAND development, policies, training, etc. This measure is only for children with a goal of adoption or guardianship.	Numerator = the number of resource parents whose children have a goal of adoption or guardianship with 1 completed visits with SW during the month Denominator = all resource parents with a filed petition or letter of intent for the children placed in their home with a goal of adoption or guardianship	
15. Sibling Visits Source: CMT219 Reporting Frequency: Monthly	Existing	80% of children shall have monthly visits with their separated siblings and 75% of children shall have twice monthly visits with their separated siblings.	This indicator measures the visits between sibling sets in foster care when the siblings are placed in separate placements.	Numerator = The number of children who had visits with their siblings in separate placements. Denominator = All children in foster care who are placed apart from siblings who are also in foster care Exclusions: youth in care less than 14 days, youth in abscondence for the entire month, youth incarcerated,	

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				or youth placed more than 100 miles away	
16. Sibling Placement Source: PLC003 Reporting Frequency: Monthly	New, from IEP	% of children who enter foster care with their siblings or within 30 days of their siblings will be placed with some of their siblings.	Children in out of home placement who enter foster care with their siblings should be placed with some or all of their siblings, unless documented that the placement is not appropriate based on safety, best interests of child(ren) or a court order requiring separation	Numerator: Children placed with some or all of their siblings Denominator: Children who entered foster care with their siblings or within 30 days of their siblings. Exclusion: Children where it is documented that such placement is not appropriate, children in abscondence for more than 30 days, siblings where one is placed in a residential treatment facility, a teen parent program, correctional facility, or hospital.	
17. Placement Stability: For Children Entering Care (entry cohort) Source: Chapin Hall Foster Care Data Archive Reporting Frequency: Annually	New	XX% of kids who do not change placements in first 0-3 months, 3-6 months, 6-9 months, etc. This measure will not initially have a target. Once the agency has collected 12 months' worth of data, the agency will re-explore setting a target.	Placement stability increases for initial placements if they remain stable for the first three months in their foster home.	Numerator = children who did not experience a placement change during the timeframe Denominator = all children who enter or re-enter in the FY and remain in their initial placement	This will be accompanied by a step-up/step-down quantitative analysis
18. Placement Stability: For	New	a. Among children in care on the 1 st day of the FY,	This measure indicates the number of placements a child has had during a 12-	Numerator = children who have experienced a	This will be accompanied by a qualitative analysis on

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<p>Children in Care (point-in-time)</p> <p>Source: CMT366/PLC257</p> <p>Reporting Frequency: Annually</p>		<p>XX% with 1, 2 or 3+ placements for: -Children in care 0-3 mos -Children in care 3-6 mos -Children in care 6-9 mos -Children in care 9-12 mos -Children in care 12-15 mos -Children in care 15-18 mos -Children in care 19-23 months -Children in care 24+ mos</p> <p>b. Among children who enter care in FY, XX% with 1, 2, or 3 placements for: -Children in care 0-3 mos -Children in care 3-6 mos -Children in care 6-9 mos -Children in care 9-12 mos</p> <p>This measure will not initially have a target. Once the agency has collected 12 months' worth of data, the agency will re-explore setting a target.</p>	month period and will be disaggregated by the length of stay in care.	<p>placement change during their time in care</p> <p>Denominator = all children who were in care on the first day of a 12-month period</p>	<p>the children with 3 or more moves. The qualitative analysis will be informed by the CFSR 3: Permanency Outcome 1, Item #4 – <i>Is the child in foster care in a stable placement and were any changes in the child's placement in the best interests of the child and consistent with achieving the child's permanency goal(s)?</i></p>
<p>19. Placement Stability: Kin Placements for Children Entering Care</p> <p>Source: PLC234 and PLC257</p> <p>Reporting Frequency: Quarterly</p>	New	<p>XX% of children are placed with kin within 30 days of coming into care.</p> <p>This measure will not initially have a target. Once the agency has collected 12 months' worth of data, the agency will re-explore setting a target.</p>	This measure indicates the number of children placed with kin within 30 days of entering care.	<p>Numerator = children who enter care (entries and re-entries) each quarter in a FY and are placed with kin within 30 days</p> <p>Denominator = all children entering care each quarter in a FY</p>	

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20. Emergency Shelter Source: COR002 Reporting Frequency: Monthly	Existing	No child shall remain in an emergency, short-term or shelter facility or foster home for more than 30 days.	This indicator measures the number of children who are placed in an emergency, short-term or shelter facility for more than 30 days.	This is a count of children who are placed in an emergency, short-term or shelter facility for more than 30 days.	
21. Overnight Stays Source: Placement Administration Manual Data Reporting Frequency: Monthly	Existing	No child shall stay overnight in the CFSA office building.	This indicator measures the number of children who stay overnight in the CFSA office building.	This is a count of children who stay overnight in the CFSA office building. The count will include number of overnight stays and number of unique children.	
22. Placement of young children will be placed in most family-like setting Source: PLC154/qualitative review Frequency: Bi-annual review	No, in IEP	No children under 6 years of age will be placed in a group care non-foster home setting without appropriate justification that the child has exceptional needs that cannot be met in any other type of care. No children under 12 will be placed in congregate setting for more than 30 days without appropriate justification that the child has special treatment needs that cannot be met in a home-like setting and the setting has a program to meet the child's specific needs.	The indicator measures that children aged 0-12 are not placed in non-home-like settings unless required to meet their specialized needs that cannot be met otherwise.	A qualitative review will be conducted to review any children under age 6 who are in a group care non-foster home setting and any children under 12 placed in a congregate setting for more than 30 days. There is no numerator or denominator, performance will be reported as a raw number if there are any children who were placed in this setting without the appropriate justification.	
23. Out-of-Home Safety assessments (QSR)	Existing	80% of cases will receive an overall acceptable rating for safety on the cases	This indicator measures the number of children assessed as safe and	Overall safety is calculated using the following measures:	

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Source: QSR Reporting Frequency: Annually		reviewed in the annual QSR sample	adequate planning to address any safety issues that arise	Child status: home, school, community, and other & System status: Planning: safety. To get an overall safety rating of "acceptable", the case must receive a score of 4,5, or 6 on each of the applicable safety indicators in child status, and the planning: safety indicator. Numerator: all cases with acceptable ratings on overall safety Denominator: all out-of-home cases reviewed during that year	
24. Services to Families & Children (QSR) Source: QSR Manual Data Reporting Frequency: Annually	Existing	In 80% of cases, appropriate services, including all services identified in a child's or family's safety plan or case plan shall be offered along with an offer of instruction or assistance to children/families regarding the use of those services. Performance is based on the acceptable ratings for all sub-parts of the QSR Supports and Services indicator.	The Implementing Supports and Services indicator from the QSR protocol measures CFSA's performance on appropriate service provision that promotes the goals of safety, permanency, and well-being for families and children.	Overall supports and services is calculated using the ratings for supports and services provided to the child, mother, father, and substitute caregiver, as applicable. In order for the case to receive an overall "acceptable" rating, the supports and services provided to the child, mother, father and substitute caregiver (when appropriate) must each be rated as acceptable. Numerator: number of cases with an overall	

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				acceptable rating for supports and services Denominator: all cases reviewed during that calendar year (includes in-home and out of home cases)	
25. Case Planning (QSR) Source: QSR Manual Data Reporting Frequency: Annually	Existing	80% of cases reviewed will achieve an acceptable rating on the Quality Service Review (QSR) Planning Intervention Indicator	The Planning Interventions indicator from the QSR protocol measures CFSA's performance on the appropriateness and quality of case planning.	In order to get an overall acceptable Planning rating, the sub-indicator for safety must be acceptable, and a majority of the other rated sub-indicators (Permanency, Well-being, Function/role fulfillment, Transition/Life Adjustment, and Education) must have an acceptable rating. Numerator: number of cases with an overall acceptable rating for planning Denominator: all cases reviewed during that calendar year (includes in-home and out of home cases)	
26. Foster Care Bed Surplus Source: PRD141 Reporting Frequency: Monthly	New	CFSA will maintain a 10% surplus of foster care beds. CFSA will report on new homes/beds licensed during the timeframe, as well as homes/beds closed and the	The purpose of this indicator is to measure the amount of excess licensed capacity CFSA has beyond the number of children placed in non-kin, family-based homes. This	There is extensive manipulation to PRD141, as detailed below. CFSA uses Tableau to assist with this analysis.	CFSA will continue to report out on the foster care bed surplus using the current methodology surplus until STAAND is operational. Changes

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		<p>net result. There will not be a target for increase/net change.</p> <p>Reporting on homes/beds closed will include the reason the homes closed.</p> <p>CFSA will also report on targeted efforts to increase capacity within specialized placement types as needed, such as SOAR, TIPP parents, or other newly identified placement needs.</p>	<p>functions as a proxy for CFSA's ability to choose between multiple licensed beds for each child needing placement, and therefore obtain the best possible match for the child.</p>	<ol style="list-style-type: none"> Download raw data file Add a column to determine whether resource parents should be included in count. Mark Y if include, N if exclude <ol style="list-style-type: none"> Filter "with children" and mark them as "Y" Filter 'without children" and the homes that have a license end-date prior to current month/year (Active License (Y/N) column as 'N'), mark them as 'N'. Filter "Without Children" and the homes that have a license end date on or after the current month/year (Active License (Y/N) column as 'Y'), mark them as 'Y', If the parent resides in a state besides DC/MD, mark them as 'N'. If there are any providers under GANG YRF, mark them as 'N'. Connect to the Tableau File (named for the PRD file date to keep them separate) Exclude those that are a "N" in the Include (Y/N) column. 	<p>in resource parent/bed availability will require new STAAND management reports, user interfaces and staff training.</p> <p>Once STAAND is functional, the 10% surplus will look at surplus over available beds. Resource parents that are not available for a period of 7 days or more will not be included in the monthly analysis of available beds.</p>

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				5. Use Licensure capacity from the file to generate the bed capacity 6. Copy the data as a crosstab and paste into the excel file (tab: crosstabs - capacity) 7. The total sum of each row is the total homes with that capacity; multiply the homes by the capacity count for the capacity 8. Note that some have no capacity or a capacity of 0 listed; count these as a capacity of "1". 9. Sum the homes and the capacity for the total homes and total capacity (columns M & N in 'crosstabs - capacity' tab) 10. Enter into Placement Capacity Compared to Census as of Last Day of Month chart 11. Update # of children in foster care census using CMT232 from last day of month 12. Total bed capacity (family-based providers without kinship providers + congregate providers) – total number of children in	

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				foster care census (in categories of family based, non-kinship care, placed with congregate providers, and all children in other category) =Unused beds 13. To get percentage of unused beds, take number of unused beds divided by total bed capacity	
Well Being					
27. Timely Health Exams Source: HTH005 Reporting Frequency: Monthly	Existing	85% of children in foster care shall receive a full medical evaluation within 30 days of placement. 95% of children in foster care shall receive a full medical evaluation within 60 days of placement.	This indicator measures the number of children who are entering, or re-entering foster care have a health exam.	Numerator = The number of children new to foster care (initials and re-entries) who have a physical within 30 and 60 days of placement. Denominator = The number of children in foster care who entered/re-entered foster care.	
28. Timely Dental Exams Source: HTH005 Reporting Frequency: Bi-Annually	Existing	XX% of children shall receive a full dental evaluation within 60 days of placement. RTS will be completed to determine an appropriate target.	This indicator measures the number of children new to foster care who have a dental exam within 60 days of placement.	Numerator = The number of children new to foster care (initials and re-entries) who have a dental exam within 60 days of placement. Denominator = The number of children new to foster care (initials and re-entries).	
29. Graduation from High School Source: Manual	Existing	XX% of 12 th graders in care shall graduate from high school.	This indicator measures the number of older youth who graduate from high school or pass the GED.	Numerator = number of youth who graduate high school or pass the GED exam by the end of the fiscal year.	

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Reporting Frequency: Annually		<p>Summer school and GED programs are included.</p> <p>Narrative will also report on children who have been promoted from 9th grade, 10th grade, and 11th grade to the next grade level.</p> <p>RTS will be completed to determine an appropriate target.</p>		<p>Denominator = number of youth who started twelfth grade or started a GED program at the start of the school year.</p> <p>Exclusion: Children who have an IEP and are on the certificate track rather than diploma track are listed as being in an ungraded classroom and therefore do not have designation of 12th grade and would not be included.</p>	
<p>30. Employment or Internship Experiences</p> <p>Source: Manual, PLC010</p> <p>Reporting Frequency: Annually</p>	Existing	<p>XX% of youth aged 18 years and older shall have an employment or internship experience.</p> <p>RTS will be completed to determine an appropriate target.</p>	This indicator measures the number of older youth aged 18 years or older who have an employment or internship experience.	<p>Numerator = children who had the employment and/or internship experience for at least 30 days (Manual data from OYE)</p> <p>Denominator = total youth aged 18 years and older (PLC010)</p> <p>Exclusions:</p> <ul style="list-style-type: none"> -Youth who are in missing status or incarcerated for > 50% of the performance period -Youth with severe intellectual disabilities -Youth receiving services through Department of Disability Services 	

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				Note: Youth receiving services through Rehabilitation Services Administration (RSA) are not excluded.	
Exit to Permanence					
31. Permanency in 12 Months for: a. Children Entering Foster Care (8 days - 11 mo.) b. Children in Foster Care (12 - 23 mo) c. Children in Foster Care (24+ mo) Source: TBD Reporting Frequency: Annually	New	d. XX% will achieve permanency (reunification, kinship guardianship, adoption, or non-relative guardianship) within 12 months after entry for children entering during a 12-month period. e. XX% will achieve permanency within 12 months as of the 1 st day of a 12-month period for children in care 12 to 23 months as of the 1 st day. f. XX% will achieve permanency within 12 months as of the 1 st day of a 12-month period for children in care 24+ months as of the 1 st day. There will not initially be a target for this. CFSA will re-explore setting a target once 12 months' worth of data has been collected.	Aligned with the federal CFSR measure.	a. Numerator = Number of children in the denominator who discharged to permanency within 12 months of entering foster care; Denominator = Number of children who enter foster care in a 12-month period b. Numerator = Number of children in the denominator who discharged to permanency within 12 months of the first day of the 12-month period; Denominator = Number of children in care on the first day of a 12-month period who had been in care (in that episode) between 12 and 23 months c. Numerator = Number of children in the denominator who discharged to	

Indicator	New or Existing Standard? <i>Part of CFSA's first performance framework?</i>	Measure <i>What is the benchmark/target for the indicator?</i>	Description <i>What does this indicator measure?</i>	Methodology <i>How will it be measured? What is the numerator and denominator?</i>	Additional Notes
				<p>permanency within 12 months of the first day of the 12-month period;</p> <p>Denominator =</p> <p>Number of children in care on the first day of a 12-month period who had been in care (in that episode) for 24 months or more</p>	
<p>32. Aging out of foster care</p> <p>Source: CMT367</p> <p>Reporting Frequency: Annually</p>	New	<p>Of kids who exit care in a 12-month period (e.g., a FFY), who were age 18-21 at exit, what XX% age out of care (vs. other types of exit).</p> <p>There will not initially be a target for this. CFSA will re-explore setting a target once 12 months' worth of data has been collected.</p>	The indicator measures the number of older youth who age out of foster care in a 12-month period.	<p>Numerator = children who exit foster care with an exit reason of emancipation (CMT367)</p> <p>Denominator = all children ages 18 to 21 who exit foster care (guardianship, reunification, adoption, living with other relatives, emancipation) (CMT367)</p>	Emancipation is the term used by the DC Family Court and how it is coded in FACES.NET.
<p>33. Exiting Care with Stable Housing</p> <p>Source: CMT367, case review</p> <p>Reporting Frequency: Annually</p>	Existing	88% of children will age out of foster care with stable housing.	This indicator measures the housing status of children at the time they age out of foster care.	<p>Numerator = Children who have stable housing at the time of emancipation (CMT367, FACES.NET case review)</p> <p>Stable housing is defined as having a lease, enrollment in a transitional housing program, or an agreement for long-term housing with a family member/friend.</p>	

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				<p>Stable housing does NOT include placement in a homeless shelter or couch surfing (agreement with family member or friend to stay for a limited number of nights).</p> <p>Denominator = all children who emancipated from care (CMT367)</p> <p>Exclusions: youth who are incarcerated or in runaway status at the time of their exit from foster care.</p>	
<p>34. Enrollment in/completing vocational training or a certification program</p> <p>Source: Manual data</p> <p>Reporting Frequency: Annually</p>	Existing	<p>XX% of applicable older youth will be enrolled in or would have recently completed vocational training or a certification program.</p> <p>RTS will be completed to determine an appropriate target.</p>	This indicator measures whether children who enroll in vocational training stay-in or complete vocational training.	<p>Numerator = all children who maintained successful enrollment in or completed vocational training or a certification program (OYE Manual data)</p> <p>Successful enrollment is defined as attendance in line with the program's expectations. Vocational/certification program considers individual as an active, ongoing participant.</p> <p>Denominator = all children who enrolled or completed vocational training or a certification program at any</p>	

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				time during the 12-month period (OYE Manual data) Exclusions: none	
35. Graduation from College Source: Manual data Reporting Frequency: Annually	Existing	XX% of the children who started college 5 years prior will graduate (i.e., 20% of all children who started college in 2015 should have graduated by 2020) RTS will be completed to determine an appropriate target	This indicator measures whether children who enter college while they are in foster care graduate within 5 years.	Numerator = of the children who started college 5 years prior, the number who have since graduated. Denominator = all children who started college 5 years prior Exclusions: None	
Organizational Capacity					
36. Child Protective Services Caseloads Source: INV145 Reporting Frequency: Monthly	Existing	90% of investigators and social workers will have caseloads that are not greater than 12 cases. No individual investigator shall have a caseload greater than 15 cases.	The number of cases a Child Protective Services (CPS) social worker is carrying.	Numerator: Performance percentage is based on: The number of CPS social workers during the reporting period that are carrying 12 or fewer cases on each day of the month. This should equal zero: The number of CPS social workers during the reporting period that are carrying more than 15 cases. Denominator: CPS social workers who were assigned at least one investigation during the month	
37. In-Home Caseloads	Existing	90% of social workers will have caseloads that are not greater than 15 cases. No	The number of cases a social worker assigned to	Numerator: <i>Performance percentage is based on:</i> The number of social workers	

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Source: CMT328 Reporting Frequency: Monthly		individual social worker shall have a caseload greater than 18 cases.	the In-Home administration is carrying.	assigned to the In-Home administration during the reporting period that are carrying 15 or fewer cases. <i>This should equal zero:</i> The number of social workers assigned to the In-Home administration during the reporting period that are carrying more than 18 cases. Denominator = In-home social workers who were assigned at least one case during the month	
38. Out of Home and Private Agency Caseloads Source: CMT328 Reporting Frequency: Monthly	Existing	90% of social workers will have caseloads that are not greater than 15 cases. No individual social worker shall have a caseload greater than 18 cases.	The number of cases assigned to a social worker carrying out of home cases (includes CFSA and contract social workers)	Numerator: <i>Performance percentage is based on:</i> The number of social workers assigned to Out-of-Home units with CFSA and contract agencies during the reporting period that are carrying 15 or fewer cases. <i>This should equal zero:</i> The number of social workers assigned to Out-of-Home units with CFSA and contract agencies during the reporting period that are carrying more than 18 cases.	

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				Denominator = The number of social workers assigned to Out-of-Home units with CFSA and contract agencies during the reporting period who carried at least one case during the month.	
39. Pre-Service Training for Direct-Service Staff Source: TRN030 Reporting Frequency: Annually	New, from IEP	90% of newly hired CFSA and private agency direct service staff shall receive 80 hours of pre-service training	The number of direct service staff that receive the minimum of 80 hours pre-service training within 90 days of hire.	Numerator: Number of direct service staff (SW, FSW, NCM) that had at least 80 hours of pre-service training within first 90 days of hire. Denominator: Total number of direct service staff hired during the month. Exclusions: Any direct service staff that left the agency between July 1-June 30. Direct service staff that were hired in the past 90 days.	
40. In-service Training for Direct Service Staff Source: TRN031 Reporting Frequency: Annually	New, from IEP	80% of CFSA and private agency direct service staff shall receive the required annual in-service training.	The number of direct service staff that receive the required annual in-service training	Numerator: Number of direct service staff (SW, FSW, NCM) that had at least 30 hours of in-service training between July 1-June 30. Denominator: Total number of direct service staff	

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				Exclusions: Any direct service staff that left the agency between July 1-June 30.	
41. Pre-Service Training for Direct-Service Supervisory Staff Source: TRN032 Reporting Frequency: Annually	New, from IEP	90% of newly hired CFSA and private agency supervisors shall complete 40 hours of pre-service training on supervision of child welfare worker within 8 months of assuming supervisory responsibility	The number of supervisory staff that receive the required pre-service training	Numerator: Number of CFSA and private agency supervisors (SSW, PM's, and PA's) hired within the timeframe who completed 40 hours of pre-service training on supervision of child welfare workers within 8 months of assuming supervisory responsibility. Denominator: Total CFSA and private agency supervisory staff hired during the timeframe and have been in a supervisory capacity for 8 months. Exclusions: Staff who are no longer employed at CFSA or the private agencies, staff in an acting supervisor capacity	Includes both the MACWS training series and additional trainings critical for supervision of child welfare workers
42. In-service Training for Direct-Service Supervisory Staff Source: TRN003 Reporting Frequency: Annually	New, from IEP	80% of CFSA and private agency supervisors and administrators who have casework responsibility shall receive at least 24 hours annual in-service training	The number of supervisory staff that receive the required in-service training	Numerator: Number of direct service supervisory staff (SSW, PM, PA) that had at least 24 hours of in-service training between July 1-June 30. Denominator: Total number of direct service supervisory staff	

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				Exclusions: Any direct service supervisory staff that left the agency between July 1-June 30.	
<p>43. Pre-Service Training for Resource Parents:</p> <p>Source: TRN008</p> <p>Reporting Frequency: Biannually</p>	New, from IEP	95% of CFSA and contract agency resource parents will receive 30 hours of pre-service training prior to their initial license date.	The number of newly licensed resource parents who completed 30 hours of pre-service training prior to their initial license date.	<p>Numerator: The number of newly licensed resource parents with 30 hours of pre-service training prior to initial license date</p> <p>Denominator: Total number of newly licensed resource parents (full kinship license, license with CFSA or private provider) during the six-month period.</p> <p>Exclusions: resource parents with temporary kin licenses</p>	
<p>44. In-service training for Resource Parents</p> <p>Source: TRN009</p> <p>Reporting frequency: Bi-annually</p>	New, from IEP	95% of foster parents whose licenses are renewed shall receive 30 hours of in-service training.	This measure looks at whether resource parents (foster and kinship parents) receive the required in-service training hours prior to re-licensure (30 hours required for license renewal every two years, or 15 hours per year)	<p>Numerator: Number of resource parents with the required hours</p> <p>Denominator: All resource parents who were re-licensed during the reporting period.</p> <p>Exclusions: Resource parents returning from hiatus, resource parents obtaining a full license after having a temporary kin license</p>	



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